A DARTNELL HANDBOOK

for

SALES

and

ADVERTISING EXECUTIVES

THE DARTNELL
SALES PROMOTION HANDBOOK

Editors . . .

John Cameron Aspley
Ovid Riso

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FOREWORD

Fifth Edition

IN THE first DARTNELL SALES MANAGER'S HANDBOOK, edited more than 30 years ago by JOHN CAMERON ASPLEY, founder-president of Dartnell and former chairman of the board, the subject of sales promotion was treated as a function of sales management. However, within a decade, sales promotion had become so advanced and ramified that it had outgrown the confines of a single chapter and warranted a book in its own right.

The rate of growth of sales promotion activities has continued to accelerate, to the point where new media—especially television—and new methods of presentation through older media, combined with an ever-growing audience of more sophisticated consumers, have demanded a new type of practitioner: the sales promotion expert.

Ever increasingly, sales managers and other sales executives are dependent for guidance in their advertising and other promotional techniques on a different set of abilities than those required for sales planning and administration. In those companies where the sales manager wears the hat of sales-promotion executive as well, he must add to his sales-managerial ability an increasingly complex and varied vocabulary and set of talents in the sales-promotion field.

The increasing complexity of modern marketing calls for ever new and different approaches to sales promotion, as a supplement to such managerial activities as recruiting and selecting salesmen, market analysis, developing and managing territories, devising compensation plans, and the myriad other activities that concern the sales manager.

Thus, this SALES PROMOTION HANDBOOK, whether it is to be used by one sales executive who "doubles in brass" or by a specialist in sales promotion, is both a companion and

a supplement to the SALES MANAGER'S HANDBOOK. For, just as the sales manager must today understand, if not execute, the operations of sales promotion, the sales-promotion executive can work most effectively only if he has a ready understanding of sales-management problems as well.

When, in 1917, Mr. Aspley organized the company which has since become The Dartnell Corporation, he prepared a memorandum in which he set forth the policy which has guided Dartnell ever since. An understanding of this policy should be helpful in deriving the greatest usefulness from this HANDBOOK:

"We are a clearinghouse for information, not a manufacturer of plans, notions, and opinions. This is an important distinction to bear in mind. Other publishers will bring out textbooks by authors who theorize on how a job should be done, and there is an important place for such books. We, however, will operate as an experience exchange, securing information from various sources on what they do, how they do it, and the results they obtain, and passing this information on to our readers. Every Dartnell editor must keep before him always the basic operating principle that we are reporters, not originators."

In preparing the current edition of this HANDBOOK, Dartnell editors wish to reaffirm this principle, which guided Mr. Aspley in the writing of the original edition. A book such as this does not presume to tell the reader *what to do;* it tells him *what has been done*—the unsuccessful as well as the successful—so that he may set his course with due regard to the hidden reefs as well as to the helpful currents.

It is also important to bear in mind, in consulting this HANDBOOK, that styles, trends, and fads in sales promotion come and go, and a plan which succeeded greatly a generation ago may fail utterly tomorrow. The reverse, of course, is equally to be kept in mind—witness the flourishing, death, and revival of the savings-stamp plans.

Premium plans and promotions have, likewise, waxed and waned, and the plans that flopped miserably for the ABC Company last year may be just the thing that the

XYZ Company needs this year—the necessary changes, of course, being made.

Finally, like all Dartnell HANDBOOKS, this volume is intended as a desk-reference book—a book to be consulted as the need arises. It has, therefore, reproduced details that are not intended for "light summer reading," but to give the sales-promotion practitioner all the information he may need to evaluate the probable success of a promotion in his own operations, and to develop the plan if and when it seems to be adaptable or adoptable.

Comments and criticisms from readers are always welcome, and will be gratefully received, promptly acknowledged, and carefully considered.

THE PUBLISHERS

THE EDITORS

THIS HANDBOOK, like its companion the SALES MANAGER'S HANDBOOK, was first compiled by J. C. Aspley. Mr. Aspley, former chairman of the Dartnell board of directors, was president of The Dartnell Corporation from its founding, in 1917, until his retirement in 1959. Previously, he was a member of the editorial staff of *Printers' Ink* and subsequently an editor of that publication. He was also associated with Swift & Company and the Addressograph Company in sales and public relations capacities. He has been a member of the public relations committee of the board of managers of the Young Men's Christian Association of Metropolitan Chicago.

Mr. Aspley was also founder-publisher of *Sales Management, American Business, Industrial Relations,* and other national periodicals.

The present revision was edited by Ovid Riso, advertising consultant and former advertising and sales promotion manager of the Philco Corporation, International Division. Previously, Mr. Riso was advertising manager of RCA International, manager of the international division of Young & Rubicam, and a staff editor of McGraw-Hill Publishing Company. He is editor of *Poor Richard's Almanack,* monthly publication of the Poor Richard Club of Philadelphia; a director of the Philadelphia chapter of the International Advertising Association, former vice-president of the Philadelphia chapter of the Public Relations Society of America, and member of the U. S. Regional Export Expansion Council.

Special acknowledgment is due to the several hundred sales management and sales promotion executives who have generously contributed the details of their promotional activities. It is, in the final analysis, the cooperation of such contributors that enables such a book to become a reality.

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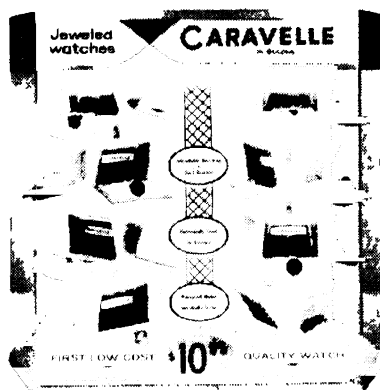
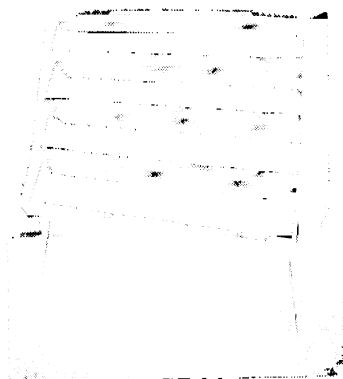
Those sales activities that supplement both personal selling and advertising, coordinate them, and help to make them effective, such as displays, shows and expositions, demonstrations, and other nonrecurrent selling efforts not in the ordinary routine.

U. S. Committee on Economic Development

Sales promotion brings people to the retail store That's the climactic point in any consumer goods promotional campaign. It's where the sales promotion manager gets his final chance to help the dealer make the sale through effective store displays. Here are some excellent examples of good store merchandisers selected for awards by the Point-of-Purchase Advertising Institute.

PART 1

THE RESPONSIBILITIES OF SALES PROMOTION

Chapter 1

SALES PROMOTION TODAY

DURING a business recession some years ago, the chairman of the Federal Reserve Board, Thomas B. McCabe, was being interviewed at a press conference. A newsman asked Mr. McCabe what was wrong with our economy, and received the answer: "There is nothing wrong with the American economy that effective sales promotion won't cure."

Mr. McCabe's reply was based on his experience as president of the Scott Paper Company, from which he was on leave. He had seen that company's promotional program pull its sales and profits to an alltime high at a time when many other companies were retrenching "because of the recession." He knew whereof he spoke!

Mr. McCabe's statement is important because it places sales promotion in a new light with the American public. In the past, sales promotion was regarded as a not-too-important branch of advertising. It was something you did to buck up sales when the ordinary methods failed to produce the needed volume. It has since proved to fill a role of basic importance in our system of mass selling and mass production. While we all can agree that our system offers the surest road to higher standards of living for all our people, we also recognize that mass production cannot make its largest contribution to the national well-being unless a way is found to level off the peaks and valleys of seasonal employment.

To that end, some unions have obtained contracts in effect guaranteeing industrial workers a minimum annual wage. "If private enterprise cannot solve this problem," some union leaders have said, "then the workers will have to march to the polls and vote into office candidates pledged to the guaranteed annual wage and progressive state capitalism." To back up the threat, the union high command has proceeded to raise, through member assessments, a political action fund of millions of dollars.

But the problem of full employment in a free economy is not a simple political problem, nor can it be solved by political action. Ensuring that people can work at their jobs the year around, without seasonal shut-downs and layoffs, is a sales problem. And it will be solved, in a measure at least, by a better use of those forces which influence the buying habits of our people. Not the least of these is advertising and sales promotion.

A Decade of Opportunity: In an address before the Philadelphia Marketing Conference of the Association of Industrial Advertisers, Arno H. Johnson, vice-president and senior economist of J. Walter Thompson Company, said:

"The framework of American markets in 1975 is being shaped right now by the rapid and dynamic changes so evident in the whole social and economic structure in the United States, as well as in other areas of the free world. Indications are that these changes will accelerate in the next decade and that there will be an opportunity for a major surge upward, world-wide, in consumer standards of living and in the levels of education, as productivity per capita mounts.

"Businessmen and marketing men in particular should be aware of these trends since it is the consumer and the potential upgrading of his standard of living that is fast becoming the real key to economic growth.

"There has been a deteriorating relationship between investment in creating consumer demand (i.e., advertising and public relations efforts) and the growth of investment in new plant and equipment. Hence, consumer demand has not been growing as rapidly as it should to keep up with the expansion of productive capacity or production efficiency implied by new plant and equipment expenditures.

"This rapidly increasing capacity to produce and the rapidly growing pressure for employment should revolutionize our ideas of needed growth in consumer demand, and the amount of investment in public relations, advertising and selling effort needed to educate, encourage, and stimulate that consumer demand."

All this is by way of saying that (barring war), marketing and its essential ingredient, sales promotion, will play an ever-increasingly important role on the economic stage of the country in the next 10 years.

The Role of Promotion: Any discussion of sales promotion, its practices, applications, principles and techniques, must necessarily start with its role in the over-all marketing structure,

whether in the institutional, service, industrial, or consumer fields.

The fate of any company obviously depends on its marketing policies and how efficiently they are carried out.

Management is a question of efficient executive personnel; production is controllable and predetermined; both rest and depend heavily on successful marketing. Without sales, naturally, nothing else matters.

How can a company be sure, or at least have some indication, that its marketing policies are well-directed?

In manufacturing, the engineers have their slide rules, the factory people know exactly how many units to produce, the purchasing agents know precisely how many components to buy, but who will tell marketing groups how many they will sell?

Increasingly, most companies and their advertising agencies are conducting intensive market research studies to determine consumer needs and preferences.

The A. C. Nielsen Company of Chicago states:

"Companies selling through retail outlets today face distribution problems that are increasingly complex . . . and competition that grows constantly keener. So the advertising and promotional appropriations must work with greater efficiency than ever before. Both the product and its production schedules must be even more closely geared to changes in consumer preference and consumer demand.

"Ineffective marketing methods can cause substantial losses—or even extinction in today's marketplace. For these reasons, men who make marketing decisions want to make them with facts—accurate facts—at their disposal."

Nielsen provides a variety of services now widely used to market goods more efficiently. The Nielsen Retail Index provides continuous factual marketing data on foods, drugs, pharmaceuticals, toiletries, cosmetics, confectionery, tobacco, photographic and other products. This type of Nielsen service, rendered in 15 countries on three continents, is used on a continuous basis by over 700 manufacturers.

Another company which provides several market research services is Burgoyne Index, Inc., Cincinnati. Its services include:

Measurements of consumer sales by product category through retail outlets including grocery, drug, discount, department, hardware, variety, etc., in over 100 U. S. markets. In addition, Burgoyne provides distribution and observation checks in any U. S. market. Consumer studies with nationwide interviewing

facilities through personal, telephone or mail techniques; specialize in custom-tailored in-store interviewing techniques. Specialized marketing research is available for specific client problems; also statistical analyses and data processing.

One well-known company which provides "custom" research services to "help management achieve sales and communications goals" is Gallup & Robinson, Inc. Other firms specialize in specific fields such as publication readership, political problems, industry-wide surveys.

Sales Promotion Defined: In its broadest sense, sales promotion includes all those functions which have to do with the marketing of a product or the promotion of a service—personal selling, advertising, displays, exhibitions, and all other activities designed to increase sales and expand the market.

In point of fact, sales promotion differs from advertising only in terminology; advertising is a form of sales promotion and sales promotion is a form of advertising. Yet there is a convenience in making a distinction even where no great difference exists, in that sales promotion is a somewhat broader term.

The advertising manager of a large manufacturing company defined these terms as follows:

"Sales promotion moves the product toward the buyer, while advertising moves the buyer toward the product."

An executive of a retail chain-store organization has called sales promotion "merchandising the advertising."

It is significant of the difficulties of definition to note that some companies use the title "Manager of Advertising and Sales Promotion," while others reverse the words to read "Manager of Sales Promotion and Advertising."

The Committee on Definitions of the American Marketing Association offers the following definition:

SALES PROMOTION:

1. In a specific sense, those sales activities that supplement both personal selling and advertising and coordinate them and help to make them effective, such as displays, shows and expositions, demonstrations, and other nonrecurrent selling efforts not in the ordinary routine.
2. In a general sense, sales promotion includes personal selling, advertising, and supplementary selling activities.

This definition, while good, puts emphasis on sales promotion as a nonrecurrent selling effort. Most sales managers agree that the great weakness of sales promotion in business today is the "campaign" psychology which surrounds it. Sales promotion is no different from any other form of selling; it requires a continu-

ing effort, for it has been amply demonstrated that "shot in the arm" techniques leave much to be desired. Then, too, the illustrations used in the definition belittle the function. There is a too-evident desire to subordinate sales promotion to advertising, when the trend is the other way, and advertising is being subordinated to sales promotion. While it is true advertising usually involves a larger expenditure of money, modern usage of the term tends to regard trade, consumer, and industrial advertising as a part of the over-all sales promotional program. We have so

Well-planned sales promotion lowers sales costs by increasing sales volume through the multiplication of sales effort and the continuing expansion of markets.

considered it in planning this HANDBOOK. For regardless of whether sales promotion is to be the tail that wags advertising, or advertising the tail that wags sales promotion, prevailing practice combines the two functions, at least so far as production is concerned.

Increased Importance of Sales Promotion: The advent of executives with large staffs concentrating on promotional activities exclusively has attracted attention to the growth of sales promotion as a marketing tool, and to the special skills which are necessary to the successful execution of promotional programs on the modern scale.

Advertising agencies, largely concerned with traditional media, are no longer neglecting sales promotion, either. Many industrial agencies, for example, devote much of their time and attention to the design and production of what is usually described by the catchall term of "collateral," including not only such printed materials as catalogs, brochures, and direct mail, but also shows and exhibits, motion pictures, and other audio-visual aids. They encompass, in fact, a wide variety of promotions which are intended to trigger action on the part of selected and qualified prospects.

Many large agencies, such as J. Walter Thompson, have been noted for years for their extensive activities in direct mail. Thompson has directed this end of Ford Motor's promotional program, and it is a huge operation, including most of the car owners of America in its scope. So many agencies have been developing along sales promotion lines, in fact, that they have organized The Sales Promotion Executives Association.

Sales Promotion as a Customer Service: Sales promotion is actually a service to the customer. It is designed to help him buy. Thus we find an astute merchandiser like the Scott Paper Company planning its principal sales promotional efforts: (1) To help industrial users of its products to plan washrooms; and (2) to help the retailer who sells Scott paper products to do a more effective merchandising job, not alone on Scott products, but on everything sold in the store.

The purpose of sales promotion is to increase sales; the corollary of this is that it also tends to reduce the costs of distribution by expanding markets. This is evidenced by the experience of colonial America. In those days most products were imported from England and other countries. As these products found

wider markets, local production of the same products started and prices were reduced.

If the promotion of sales is regarded as a means of helping customers sell more of our products, or making better use of our products, the function becomes more constructive and, on the theory that those who serve best profit most, eventually becomes more profitable. That is why some companies approach sales promotion from the customer angle, rather than as just another way to sell. They designate the department or the operation as the "Customers' Service Department," "Merchant's Service Department," "Washroom Advisory Service," etc. One important manufacturer has gone so far as to group advertising, sales promotion, publicity, and personal sales under a vice president in charge of "Customer Relations." When a customer receives a communication or a proposal from a department of the business which, its name implies, was set up to help him become more successful, his reaction is decidedly favorable; and his feeling toward the company is more kindly.

This distinction is important because sales promotion is not so much a department of the business as it is a concept of doing business. In any successful business which depends upon selling, everyone should be a sales promoter. The aim of sound sales promotion, therefore, extends beyond the mere stimulation of sales to making everyone in the organization sales-conscious.

Beginnings of Sales Promotion: Perhaps the earliest form of sales promotion was handling the inquiries which came in as a result of the company's advertising. It became the job of someone in the organization to answer such inquiries, send out the proper printed matter, and then forward the inquiries with the essential information to the salesman in the territory to follow up and sell. This is still the principal function of a great many sales promotion departments.

Then it was found that a great opportunity for increased sales existed in the inactive accounts on the ledgers. Many of these were not serviced by salesmen for one reason or another. So the man who handled the inquiries also took on the job of following up the inactive accounts. This required the preparation of special promotional literature, such as explaining the application of an office device to various types of business, or specific uses of a product to meet certain situations. With the realization that the sales organization could do its job better if the way were paved with educational literature and buying helps, sales promotion was broadened to include a wide variety of special projects

mainly designed to expand existing markets or uncover new ones.

One of the earliest "indirect" sales promotions was the "Merchant's Service Department" of the National Cash Register Company. It was in 1895 when John H. Patterson, founder of that enterprise and "daddy" of modern sales management, concluded his sales agents, while doing very well selling cash registers to new prospects, were overlooking the potential business from merchants who had already bought cash registers. It occurred to Mr. Patterson that if he could in some way help these merchants to become more successful they would soon need more and better cash registers to handle their increased business. This was the job originally given to the N.C.R. Merchant's Service Department, which became a vitally important factor in the future operations of that company, through offering counsel to store managers on all phases of store management.

Reading Material Is Not Enough: Among the earlier ways to promote sales through dealers were: Getting out "correspondence" courses for retail clerks, demonstrating the folly of price cutting by furnishing dealers with ready-made accounting systems, and issuing house organs containing assorted merchandising helps and ideas. While these methods were usually well received, they soon came up against the unfortunate fact that the average businessman is not a reader. He is either "too busy" to read or he just doesn't believe you can learn anything about storekeeping from books. Millions of dollars were wasted on this type of sales promotion before management learned, the hard way, that any promotional program which depended upon reading and study by customers or, for that matter, by salesmen had a tough row to hoe. Something more than something to read is needed.

Experience of Butler Brothers: Going to the other extreme, but still determined to get dealers to do a better point-of-sale promotional job, some large wholesale houses as far back as 1910 employed "promoters" to work with dealers in the field. Their job was to *show* merchants how to increase sales by better store arrangement, better display of merchandise, and new schemes to increase store traffic. Butler Brothers, at that time a Chicago wholesale house selling almost entirely by mail, capitalized on the fact it employed no salesmen. Butler's merchandising men got the business by persuading dealers to put on special promotions, which automatically required the purchase of merchandise. These servicemen took no orders. But they spread plenty of buy-

ing ideas around. Even today, under new management, Butler Brothers depends a great deal upon "packaged" promotions built around special merchandise assortments. An especially effective Butler promotion is its "Items of the Month" plan. Dealers agree to order out a certain amount of these items, sometimes buying sight unseen, so that Butler's procurement division can buy to best advantage and in quantities sufficiently large to enable the dealer to use the item as a traffic builder for the coming month. For example, one month the "Item of the Month" was a plastic raincoat, which was offered at $15.00 a dozen, to retail at $1.98. With the shipment each dealer received promotional materials, such as window stickers, newspaper mats, etc., which he used to point up the sale. Butler representatives were provided with a sound-slidefilm, "Playing the Winners," to show to groups of dealers to enlist their support for the plan.

Today, promotional "deals" are the vogue, particularly when a new line is introduced. Deals are used especially in the home appliance industry. These may take the form of carload allowances, advertising credits, free display material or "bakers' dozen" deals (in which the dealer receives one product free for every 12 he buys).

To comply with Federal Trade Commission regulations, these deals must be made available to all dealers, at the same time, on the same basis. As a result of these legal requirements most promotions involving special price discount, free merchandise, or prizes of any kind, come under the eagle eye of the corporation's legal department.

Sales Penetration: As the tempo of competitive selling increases, the need of covering all factors in the sale grows apace Consumer advertising can and usually does do an important market-conditioning job, thus making it easier for the salesmen and the dealer (if distribution is through that channel) to sell the product. But the influence of advertising is limited. Not all the people whom you hope to influence read advertisements, listen to radio broadcasts, or have television receivers. They may not even observe outdoor bulletins. Yet in many instances it is most important to the eventual success of a distribution program, to make sure that every buying factor is covered, and the more important factors *thoroughly* covered.

This is a "sharpshooting" undertaking which can usually be best done by sales promotional techniques, including selective (direct mail) advertising, trade shows, demonstrations, and service promotions. It is especially important in negotiated selling,

but it becomes essential in all types of selling when there is keen competition for the customer's dollar. For example, in selling a product not presently carried by department stores it is necessary to get the story across to: (1) The store owner or manager; (2) the section merchandising man; (3) the department buyer and (perhaps) the manager of store promotions. Since it is improbable these executives will act until they observe some evidence of consumer demand, local advertising, either direct or through the store, may be required. It could be, as some advertising agents like to think, that high-powered general advertising will give a manufacturer all the penetration needed, but with advertising costs where they are, it is too expensive for most marketing operations.

One company's program serves to illustrate the importance which some sales executives attach to promotional penetration: "We have more than doubled our advertising in trade publications, to at least partially sell the dealer before the salesman calls. We are currently using two weeklies, one bimonthly, and two monthly trade papers, which are the five with the largest circulations, and, we think, with the most constant readership.

"We have stepped up the tempo of our direct-mail campaign to dealers. We now have a weekly mailing to 22,000 dealers, consisting of solicitations for business on unadvertised items, institutional copy, and reprints of all our trade-paper ads.

"We have more than doubled the number of point-of-sale pieces developed, and more than doubled the quantity prepared of each. They are all distributed to our dealers free of charge. We have quadrupled the amount of printed material that we supply to our dealers without charge, to be used as envelope stuffers, or for distribution in the stores."

The promotion program of a leading television manufacturer likewise concentrates on dealer penetration: "At the dealer level," an official of that company said, "we are putting into effect a merchandising type of advertising, which is the type of selling copy producing greater volume sales during the current buying season, as well as in preparation of proportionately greater sales in the new year to follow. This, also, is further supplemented by additional effort which is now being made in the development of a dealer 'awareness' in the effective use of window displays, local representation in community publications, participation in all advertising of a pamphlet nature edited by social clubs and other organizations, etc.

"In addition to these items, a great deal of emphasis is being

placed upon the development of a stronger and more loyal dealer organization which is prompted by a greater interest in the co-ordination of all affairs pertaining to the distributor-dealer chain of relationship. Further, we are conducting a greater number of the type of dealer meetings which provides each attending member with the most current and advanced sales analysis, sales promotion, and sales administrative programs, which are interpreted as accurately as possible as they pertain to the tangible problems of our retail outlets."

Sales Promotion Grows Up: A very important development in sales promotion has been in the selling of "big-ticket" merchandise, such as household appliances, and in working with wholesalers' distributors to make them a more effective part of the over-all sales program. In fact, one of the significant developments in sales promotion is the outstanding success of manufacturers, such as the Armstrong Cork Company, in getting wholesale distributors to take over an increasingly larger part of the sales promotional job.

In the case of companies selling through established dealers, where the unit of sale is large enough to justify the expense, most current promotional projects are aimed at helping dealers to rebuild and expand their outside sales organizations, on the theory that as competition deepens, an increasingly larger share of a dealer's volume must be obtained by ringing doorbells.

With that thought in mind, one company selling home appliances through public utilities retained the services of The McMurry Company, even before appliances were in good supply, to develop a "packaged" sales recruitment and selection program for gas appliance dealers. It was offered to the industry in cooperation with the American Gas Association. The purpose of the program was twofold: (1) To help dealers to recruit salesmen qualified to successfully sell gas appliances; and (2) to eliminate, so far as possible, the turnover of salesmen in dealers' organizations through more careful selection. Unlike most selection programs, Dr. McMurry placed emphasis on the interview rather than upon so-called psychological tests. He endeavored to bring out information about the applicant which would permit measuring his qualifications. From these interviews the dealer can determine to what extent the applicant has exhibited possession of those nine traits which investigation established as being necessary to ensure success in selling gas appliances, namely: (1) Stability, (2) industry, (3) ambition,

(4) ability to get along with others, (5) loyalty, (6) perseverance, (7) maturity, (8) leadership, (9) motivation.

The program was well received by the industry and proved invaluable in assisting retail dealers to maintain sales under the competitive conditions which came after the pent-up demands for appliances were filled. The project was noteworthy in that it came to grips with the problem faced by every dealer handling products which depend upon creative salesmanship for a market—*manpower*. Few dealers know where to get good salesmen, how to select them, or how to train them. As a result they do not have the manpower to make the most of the franchise they hold. This underselling not only limits the dealer's earnings but, just as certainly, restricts the manufacturer's profits from the territory.

Another example of a "grass roots" promotion now in vogue was the driver selection and training program offered to operators of truck fleets by The White Motor Company. As is true of so many manufacturers White's largest potential market was among users of White trucks. The key to that market is customer satisfaction, and, in the case of motor trucks, customer satisfaction depends upon the performance of the truck under varying conditions. Satisfactory performance, however, involves more than the truck itself, for no matter how well engineered and built a truck may be, it will not show a low operating cost unless it is driven by men who have natural aptitude for the work and who know how to get the best out of it. So White developed, and offered to fleet operators, regardless of the make of trucks they were presently using, a streamlined program for: (1) Selecting drivers having natural aptitude for the work, and (2) training them to care for the trucks so as to avoid break-downs and needless maintenance expense. As a result of this farsighted promotional activity, fleet operators were able to control costs at a time when operating expenses were out of hand, and thousands of drivers of White trucks enjoyed greater job satisfaction by virtue of the experience they shared through White's *Driver's Manual*, and the training program built around it.

It will be noted in both of the foregoing cases, typical of the many promotional programs now current, they are not designed so much to promote the sale of one product over competitive products, but to help dealers or users, as the case may be, to better profit from the customer relationship. It is this characteristic which makes modern sales promotion effective. Dealers who are only mildly interested in devices which promote the sale of one product on their shelves, at the expense of another,

respond favorably to a promotion aimed at helping them to correct basic weaknesses in their business operations. By helping to make them more successful, the manufacturer automatically ensures his own success, which is another way of saying that the type of sales promotion that we have today is in fact profit insurance. It is creative selling at its best. It is rapidly taking the place of high-pressure selling which seeks only to appropriate business which someone else has created. It thus serves society and the industry, as well as the individual manufacturer and distributor.

Kroger's Philosophy of Sales Promotion: One of the outstanding sales promotional activities is that of The Kroger Company, operating a national chain of food stores. One reason for the effectiveness of Kroger sales promotion is the philosophy behind it. This philosophy is summed up in a vest-pocket expediter card supplied to every Kroger employee who has anything whatever to do with distribution:

1. Create the *value*.
2. Plan distribution so the product is a *value* at the point of sale and at the point of use.
3. Present the value to the organization and to the customer.
4. Follow through to maintain the value at point of sale and point of use to continue successful sales.

It will be observed that the Kroger philosophy is a two-way proposition. It includes "selling" the value to: (1) The organization, and (2) to the customer. This is a too-little-appreciated responsibility of good promotion. It too often begins and ends with "selling" the customer.

On this point, Steven A. Douglas, director of sales promotion for the Kroger stores, says: "We think of sales promotion as a concept rather than a department of the business. We sell everyone on our company, its policies, and its products just as hard as we can, and usually before we sell the consumer. We never expect any employee to promote or sell anything by instruction or by direction. We *sell him* on the product or the idea first, and arouse his enthusiastic desire to in turn sell 'Mrs. Smith,' as we refer to the customer in all our promotions. This 'sell the man who sells the customer' idea is carried through all our promotions. Ours is a highly competitive industry and we believe that our success during the coming years will require the same accent on real *value*, well distributed and with careful follow-

through, that successful selling has always required, *only more of it.*"

To implement this philosophy Kroger utilizes every known promotional tool, depending to a larger extent than is true of most merchandising organizations upon dramatizing values. For example, one successful promotion was centered around a carefully worked out skit which was put on by every branch. called "The Greatest Value Show on Earth." It had a showboat theme and staging.

A philosophy of sales promotion which has stood up many years, and is as sound today as it was 30 years ago, was developed by the late William H. Ingersoll of dollar watch fame. According to Philip S. Salisbury, editor of *Sales Management* Magazine and one time sales promotion manager for Ingersoll watches, it was about like this:

1. A good product.
2. Priced right to the public.
3. Made easily available.
4. Well and consistently advertised.
5. Good store identification.
6. Dealers who know *how* to sell.
7. Dealers who *want* to sell it.

The Danger of Half-Baked Surveys: It is to the credit of sales promotion and advertising men that they are placing more dependence on hard facts, and less on hunches, in planning promotions. But, as in most selling methods, there is a danger that too much reliance may be placed on inconclusive or inadequate surveys. Just as a little knowledge can be a dangerous thing, so too small a sample when it comes to making a survey can be equally dangerous. In that connection a sales promotion executive with General Motors Corporation offers the following suggestions regarding direct-mail surveys:

Never try to appraise the results of a survey without first studying the questionnaire—with special reference to such points as the following:

1. Was the questionnaire skillfully developed?
2. Were the questions easy to understand—with a minimum chance of being misunderstood?
3. Are the questions properly arranged?—consider not only the construction and arrangement of each individual question, but
4. Is the sequence or continuity such as to avoid confusion and facilitate the respondent's "flow of thought"?
5. Are questions or similar items asked the same way?—especially important as regards any series of items where the answers are to be compared on a *relative* basis.

6. Do the questions cover the subject adequately?
7. Do they afford the opportunity for the respondent to give any kind of answer that may reflect his individual reaction?
8. Does the questionnaire provide for all the data that will be needed for an adequate statistical break-down?
9. Does it invite the respondent to qualify his answers with remarks and comments?—extremely helpful in enabling the researcher to properly interpret the statistical findings. (See item 25.)
10. Is the questionnaire short enough to ensure high returns?
11. Is it attractive and inviting or does it look as though it were developed by a bureaucratic statistician?
12. Do you think that you yourself would have bothered to fill it out?

And here's another practical method of appraisal:

13. How does the quality and attractiveness of the questionnaire stack up against the *finished report or formal presentation of the results?*

    All too frequently there's a tendency to skimp on the questionnaire itself—then "shoot the works" and spend any amount of time and money on dolling up the report. (Don't get me wrong: Attractive presentations are important, but it's even more important to have an attractive questionnaire!)

SAMPLES:

14. How was the questionnaire distributed and to whom?
15. Was it directed to the particular group or groups of people who are best qualified to give the answers?
16. Was the sample adequate as to size?

    This depends primarily on the degree to which the data are to be broken down—or cross-indexed. The finer the break-down, the greater the number of samples required.
17. Was the sampling scientifically controlled so as to properly reckon with
    —territorial locations?
    —makes of cars?
    —ages of cars?
    —new car buyers vs. used car buyers?

This does not necessarily mean that the mailings (or the returns) shall be in exact proportion to the characteristics of the market. Frequently it is more logical to take care of this by "weighting" the data incident to the statistical compliations. But it is important that the incoming questionnaires be properly identified as to the classifications that need to be reckoned with.

REPORTS:

18. Does the report include all the essential information that is needed for proper understanding and interpretation of the results?
19. Were the statistical procedures sound?
20. Were the returns properly "weighted" so as to compensate for distortions in the distribution of the sample?
21. Are the questions as quoted in the report exactly the same as they appeared in the questionnaire?
22. Are the statistical column headings consistent with the real meaning of the figures?

23. Are the data intelligently and effectively presented—in a manner that is conducive to proper interpretation and practical action?
24. Are any of the findings out of line with what you *positively know to be the facts?*
25. How does the report stack up as regards what we might call "internal consistency"?

    In other words, do its various parts hang together and tend to support one another, or is it contradictory in any respect?

SPONSORS:

And last, but not least, here's a general question that it's always well to bear in mind:

Did the agency responsible for the survey have an "axe to grind"?

But that's not quite the right way to express it. Nobody makes a survey without having some reason for making it and the fact that these people had an "axe to grind" should not within itself be taken as a negative factor.

But in appraising the results it's always well to consider—

26. Just *what* KIND *of axe* did they have to grind?—then scrutinize the results in the light thereof.

Coordinating Sales Promotion: Another important recent development in sales promotion is the way it is being geared into other marketing activities to produce a balanced sales program. This is particularly true of sales research. The approved formula for successful business management is to find out what the customer wants to buy and sell it to him rather than try to sell him what you want to make. This philosophy is demonstrated in the customer research activities of the General Motors Corporation. The surveys which this department of GM is continually making to determine customer preferences not only provide all divisions of the corporation with data useful in designing new models, but provide a solid foundation upon which the company bases its sales promotional activities.

Similarly, consumer testing of new products is depended upon by some sales managers to give them the best "angle" to use in planning the promotional effort. It is a well-established fact in sales management that the first step to the order should be to find out *why* old customers bought the product and how it is used. Very often we find, to our amazement, that the real reasons people buy are quite different from those we think caused them to buy, or even reasons the salesmen give for their buying. For example, for years cash registers were sold as "thief catchers." An analysis of buying reasons showed that an overlooked factor in selling a merchant a cash register was that it removed the temptation any employee might have to pilfer the cash drawer.

Research as a Tool: Tremendous strides have been made in this area within the last few years. The business demand for more accurate market-penetration information, buying motives, and customer purchasing power stimulated the growth of national research organizations whose findings become the basis of the clients' marketing programs. This, in turn, determines the scope and objectives of advertising and sales promotion programs. Advertising agencies, particularly, base their campaigns on the results of market surveys, and sales promotion activities are naturally, closely affected.

A well-coordinated sales promotion program even includes the credit department. One sales promotion manager has the credit manager write a letter to a salesman every week, mentioning a specific retail account in that salesman's territory. The letter tells why that merchant's credit is ace high with the company. Salesmen show the letter to the merchants with excellent good-will results. In some instances the letter so flattered the salesman's customer, that it paved the way for a more substantial order than otherwise might have been secured.

One of the first, and very important steps, in coordinating sales promotion with the other departments of the business, is to get the entire organization from the president down to the shipping clerk sold on its importance as a sales stabilizer, and, more specifically, its importance to them. Even the man on the production line, who probably thinks it would be more to the point if the money which the company is now "squandering" on sales promotion went into workers' pay envelopes, needs to understand that were it not for sales promotion there might be weeks at a time, when orders lagged, that he would have to be laid off. And the same goes for the sales organization. Salesmen need to be "sold" and resold, because it is not unusual for salesmen to feel the company would get more business if the advertising and sales appropriation were used to raise salesmen's pay, and thus get more and better salesmen on the firing line.

Coordinating sales promotion with advertising is not an easy problem for the sales executive. In many companies the two functions are successfully combined and are the joint responsibility of one executive who thus serves as the director of advertising and sales promotion for the business. This often works out quite well, especially in cases where the sales promotional effort consists mainly of printed literature and dealer helps. Joint administration is almost universal in the case of companies whose advertising is confined to specialized rather than general media,

as for instance companies making engineering specialties. In the case of a company doing extensive consumer advertising, as well as doing an aggressive job of promoting its products, it is extremely difficult to separate sales promotion from advertising because the overlapping functions and responsibility involved eventually cause difficulty.

One solution is to have a sales promotional section in each sales division of the business which is responsible for recognizing the need for a certain kind of promotional activity, and able to "put it over" when crystallized. The unit promotion man, upon approval of the division sales manager, gets all the facts and background material needed to develop the project. The advertising department then creates all the required promotional material, working in close cooperation with the divisional sales promotion unit. When the materials are ready they are turned over to the sales promotion manager of the unit and that executive, along with the division sales organization, is then responsible for the successful conduct of the campaign in the field. This division of responsibility, for example, is practiced with satisfactory results by Armstrong Cork Company and others operating on a product divisional plan. Some companies follow the same procedure in the case of geographical sales divisions. Westinghouse Electric, for example, has a sales promotional unit in each major territory of its wholesale division. In this case, however, the principal job of the divisional promotion unit is to carry through a national program developed in Mansfield.

Gearing Sales Promotion to Personal Selling: Integrating the sales promotional program with personal selling begins with "selling" the sales organization (including the dealers' salespeople in the case of companies selling through established trade channels) on the company, its policies, and its products. This may or may not include formal sales training. Usually it does, although in some large organizations this function is performed by a sales personnel officer. However, there is a growing tendency to bracket sales training with sales promotion, since modern selling is becoming more and more promotional in its concept. This is especially true in training dealers and their sales personnel. Most sales promotional programs depend upon the wholehearted cooperation of the field organization to "put them over." The sales promotional department therefore has a direct interest in training all those responsible for selling the product to the customer or at the point of sale. For example, in the marketing of Hoover cleaners, where a large force of salesmen selling direct to the

home is required, the recruiting, selection, and training of these salesmen is a very important responsibility of the sales promotion manager. It is, in fact, the crux of the whole Hoover promotional program.

Modern practice therefore contemplates the sales promotional job as having three steps: (1) planning, (2) production, and (3) execution. It is extremely important that any sales promotional undertaking, if it is to attain a full measure of success with a minimum of cost, be painstakingly coordinated with the company's sales research operation to assure wise planning; the company's advertising department and advertising counsel, to assure economical and skilled production of sales promotional materials; and finally with sales field operations to make sure that after the plan is conceived and the required materials produced, it will be followed through intelligently and enthusiastically by the salesmen.

Industry-Wide Sales Promotions: Another important trend in promoting a business is seen in the many instances of competitors pooling their efforts to develop business for the whole industry, on the theory that competition comes from rival industries as well as rival companies. For example, securing wider markets for coal would be a difficult and costly undertaking for the average coal producer. Yet his profits are continually under pressure from oil, piped natural gas, and other fuels. Some time ago all those who had a stake in maintaining the market for coal joined to form Anthracite Industries, Inc. Contributing to the work of the institute were equipment manufacturers, coal distributors, as well as mine operators. An engineering laboratory was established at Primos, Pennsylvania, to develop more efficient methods of using coal, and a field organization was formed to "sell" these improved methods to architects, heating engineers, and other interested persons. Similar promotional activities have been undertaken by the California wineries, the meat packers, the gas industry, and others too numerous to mention.

While some of these promotions have been confined to "putting over" a national "week" or "day" with hit-or-miss newspaper publicity, some have been outstanding. For example, the list of projects undertaken by the electrical industry's promotional institute includes:

- Sales financing
- Rural electrification
- Federal construction projects
- Residential wiring
- Rural sales outlets
- Federal housing

Electrical kitchen promotion	Industrial electrification
Electric application handbook	Commercial wiring
Producers councils	Better light—better sight
Commercial electric cooking	Electric range promotion
Electrical water heating	Highway lighting, etc.

These industry promotions have the highly desirable effect of doing a job which is fundamental to the success of all those in an industry, with minimum expense to the benefiting companies. They permit concentrating more of the sales promotional budget on promotional programs to improve the company's leadership position within the industry. It is not a question of "contributing" to a common cause, but of making the sales promotional dollars go further. This becomes evident if you study the promotional activities of companies in an industry which does not have a centralized promotional agency or institute. At least one-half of the money they appropriate for sales promotion is directly or indirectly spent for doing something which could be done for a fraction of the cost if those in the industry joined forces, employed capable promotional talent, and appropriated an adequate amount of money to carry through a minimum program.

NEW BUSINESS DEVELOPMENT

ONE of the classic stories of sales promotion is the case of the wire manufacturer who looked over his sales records and found he was selling very little wire fencing in the Southwest. The reason, of course, was not hard to find. This was the "open range" country and cattle raisers had little reason to fence off their extensive ranches. But it would be different if these ranchers raised diversified livestock, and it would be a good thing for them since they would not have to have "all their eggs in one basket." But there was the feed problem. The lush feed crops of the Middle West wouldn't grow in the more arid Southwest and it just wouldn't pay to raise small stock if the feed had to be shipped in from other parts of the country.

A little research work showed, however, that there were crops —kaffir corn was one example—which could be profitably grown in range country that make excellent feed for livestock. So the company, an affiliate of United States Steel Corp., set up a sales development department to introduce the growing of kaffir corn to the Southwest. By means of demonstration centers, promotional shows, and other devices, the cattle raisers of that area were interested in diversification, so that if anything happened to their cattle they would not be left high and dry. Slowly, but surely, the program took hold and one rancher after another began to experiment with the idea. And it proved out for them. It also paid off for the wire company, because in order to raise small stock, a certain amount of fencing was required, and as their operations grew, more and more fencing was needed by the ranchers.

New products played a major role in doubling Procter & Gamble sales between 1955 and 1965. In an address before the Los Angeles Society of Financial Analysts, Dean P. Fite, P & G vice-president, corporate affairs, pointed out that more than 30 per cent of the company's domestic household business came

from products which had been on the market for less than 10 years. He attributed P & G's growth to "success in finding new ways to broaden our service to the public."

He cited Procter & Gamble's record of successfully introducing new products in the past 10 years as being good evidence that "any consumer product field can be changed overnight by the introduction of a product that represents a real and recognizable advance in service to the consumer."

"But," he continued, "first and foremost, marketing success requires a product that is worth marketing. It's impossible to have a steadily growing and successful business with products that are simply 'me-too' brands; items inferior to, or only equal to the competition."

Procter & Gamble, Fite emphasized, "will continue to place heavy emphasis on research and development programs, not only to develop new products and manufacturing methods, but to improve managements and organizational methods as well."

Paint Finds a New Market: Usually these opportunities for expanding the sale of a product are of the sort which lie in our own front yard. All that is needed to uncover them is someone who is promotion-minded. For years on end it had been the practice in manufacturing plants to paint inside walls white. White reflected light, it was clean, and there were any number of inexpensive "whitewashes" on the market which could be sprayed or slapped on the walls with a big, wide brush by a man with a strong back. Then along came one of the paint companies to challenge the idea of white walls for factories. If the walls and equipment were painted a soft green, or some other appropriate shade, it would be far more restful to the employee. It would also make a better-appearing plant. No one would think of painting the rooms of their home flat white, it would be too tiresome and crude. Yet people working in these plants spent more of their waking hours on the job than they did in their homes. Why not make the places where they worked just as attractive and pleasing as the places where they lived?

Putting the idea to work, the Pittsburgh Plate Glass Company began a nation-wide crusade for color in the factory. It undertook an extensive educational campaign, directed at top management and those responsible for employee welfare, to make them dissatisfied with whitewashed walls, messy looking machinery, and dirty ceilings. It contended employees who had pride in their surroundings took more pride in their work, they did more work, and were better employees.

A few plants thought well enough of the idea to try it out. In cooperation with the paint company's business development department, color plans were worked out. The ceilings were painted with light shades of the same color used on the walls. The machines and the trim were painted in another shade. The result was a plant interior that put to shame the traditional whitewashed plant interiors, forcing the owners of such plants to clean-up and paint-up in the interest of employee relations. Thousands of gallons of paint were thus sold which otherwise might never have been sold. Thousands of employees enjoyed the eye-comfort and pleasing appearance of their workplaces. And hundreds of companies profited because their employees took more pride in their work and the places where they worked. Everybody won. Even competitors of the paint company which pioneered the idea got business which otherwise they would not have had.

Lever Brothers Market Exploration Department: In marketing a long line of products sold through established channels of trade, the time lag between introducing the product and attaining a profitable sales volume presents a difficult problem. Lever Brothers, and others, have found it profitable to maintain a special department for that purpose, with a director responsible for the development, testing, and introduction of new products.

An important phase of this work is pretesting both the product and a variety of sales plans before the product is turned over to the sales department to be put in the line. In this way salesmen are relieved of tedious introductory work, which all too often is done at the expense of selling established products.

The Copy Machine Boom: A current example of revolutionary business development is found in the electrostatic-copier industry. With sales increasing 20 per cent throughout the industry, the pioneering company, Xerox, has enjoyed the phenomenal increase in business from $40 million to $400 million in six years. The potentials of this new business tool are boundless. It has radically altered business procedures.

By 1975, copying machines will be reproducing 30 billion copies and the industry volume will reach over a billion dollars. Desk-top copiers will be the regular equipment of many secretaries. Publishing companies, too, are affected, and some are beginning to express concern over such matters as copyrights and circulation. These are some of the results of the introduction of a new product which performs a service not previously, or readily, available.

Order Analysis Uncovers New Uses: Perhaps the most fertile source of information which points the way to new business is the orders which come in every working day. Some companies pass these over the desk of the sales manager so that he can keep posted on what is happening in the field. But in many cases incoming orders go directly to the order desk, where they are priced, extended, billed, and then shipped. Too often no one in authority sees them. Yet these orders are a veritable gold mine if screened by a sales-development-minded member of the sales department. The following example will show the profit potential in such an approach to the otherwise routine flow of orders:

An office duplicating machine manufacturer, who published a weekly bulletin for salesmen, uncovered a market for several thousand machines as a result of the editor of the sales bulletin bumping into an order from a company who bought a duplicator to process orders. The purchaser had need of a large number of copies of each order for various executives and department managers, more copies than could be made with carbon paper. So he hit upon the idea of making an electrotype of the order form, having a supply of stencils cut from the electrotype, and then typing the order data directly onto the prepared stencil. The stencil was then slapped on a duplicator, the required number of copies struck off, and the stencil filed for further use, if necessary. The idea saved the purchaser hundreds of dollars and greatly expedited the handling of orders. That happened some years ago. Today the use of duplicators in processing orders is quite common. The point is that the use was uncovered by an alert bulletin editor who just happened to have a nose for that sort of sales opportunity. This is a talent to be encouraged and developed in any sales organization.

There is a growing practice, now that sellers are searching for new markets, to make an extra copy of all orders for some sales executive to check for sales opportunities. When such opportunities are found a bulletin is released to the sales organization, after checking with the customer to obtain as much factual information as possible. These bulletins not only help to keep salesmen on their toes, but provide them with valuable ammunition they can use in their work. Of course, salesmen themselves uncover considerable information of this kind, but you cannot depend upon them. Not all salesmen are promotion-minded. Others realize the importance of what they have learned, but for one reason or another wish to keep it to themselves. This is especially true when salesmen are scored in competition with others in the organization.

Special Salesmen to Open New Accounts: Another noteworthy trend in new business development is the use of training in sales negotiation, and asking special home office representatives to

JOHN D. BRUSH & CO., INC.

Safe Manufacturers Since 1930

545 WEST AVENUE • ROCHESTER, NEW YORK 14611 • 716 235-1280

Dear Mr. Dealer:

Here's something really special - our 35th Anniversary offer, designed to bring in new customers and new profits! Thousands of dealers like yourself are already selling Sentry Safes as a profit-packed "extra" to their regular lines. Perhaps you've already discovered the sales potential of Sentry, or perhaps you're hearing about it for the first time.

In either event, the deal below is just right for you! It's our way of celebrating 35 years of quality safe manufacturing that have made Sentry the world's largest selling personal safe. Even if you've never sold a safe before, you can't afford to pass up this double-your-money, no-risk deal that gives you a free $99.95 Sentry.

Model		Your Cost	Suggested Eastern List	Your Profit
S-3,	America's best-selling safe	$54.00	$99.95	$45.95
S-1,	budget-priced Sentry Cadet	48.00	79.95	31.95
S-8,	extra-depth Sentry Major	78.00	129.95	51.95
C-S-O,	imported oil walnut cabinet with bookshelf, complete with concealed S-3 safe	118.80	197.95	74.15
S-3,	this one absolutely FREE		99.95	99.95
		$298.80	$607.75	$308.95

Each of these popular models, described and illustrated in the enclosed brochure, carries the Class "C" Underwriters' Label - indicating 1 hour 1700° fire test, 2000° F. explosion hazard test, and 30 ft. drop test. It's a strong selling point for all your prospects.

Remember, our 35th Anniversary Special is a genuine no-risk deal. If, after displaying these Sentry Safes for at least 60 days, you don't find them as easy and profitable to sell as we say they are, keep the free S-3 included in the offer and return any unsold balance for full credit and refund. All you pay is the freight - nothing could be fairer than that!

The enclosed brochure is available in quantity as a selling aid. Free sales-tested newspaper mats, stuffers, and a point-of-purchase display are also available on request. Return the order card right now, and count yourself among the lucky dealers who'll double their money!

Sincerely,

John D. Brush Jr.

John D. Brush, Jr.

There are many sales-inducing elements in this letter to dealers from a safe manufacturer. It includes several offers: a free safe; a money-back, no-risk deal; free ad mats, displays and literature. The simulated signature at the bottom, in blue ink, adds character and color to the letter.

work with the territorial salesmen in opening new accounts.

Basis for the use of new account salesmen is that it permits the employment of territorial salesmen of less skill to service accounts. Furthermore, it is an accepted fact that territorial salesmen are notoriously indifferent to opening new accounts. They are inclined to spend most of their time in calling on regular customers where they are known, and where they are reasonably certain of getting an order. Calling on new accounts is a chore they dodge as long as possible.

Qualifications for New Account Specialist: While the territorial salesman who does a customer service job needs to be of the "plugger, one-track-mind type," the new account specialist should be more intelligent, a good sales strategist, resourceful, and of the trader type.

The best place to recruit these men is from the army of small businessmen who at one time or another were in business for themselves. Perhaps you have among your former customers several men of the sort required. That kind of background is ideal, because the salesman is able to talk the customer's language from having been in business for himself. He knows the buyer's problems, and from his experience quickly determines the best and most effective approach.

Helping Salesmen to Open New Accounts: Smaller organizations, it was found, are thinking along different lines. As a rule they cannot afford, or think they cannot afford, to employ a salesman full time just to open new accounts. So they contemplate helping their present territorial salesmen to put desirable new accounts on the books through direct-mail cooperation.

While each company has its own idea of how to do this job, only a few have any definite plan. In the building field we found one company which has already checked every prospective account now in business to determine whether or not that account is desirable to cultivate and close.

The accounts which the credit department and management feel will develop and grow, and can be depended upon to buy in large volume, are set up on a special Addressograph list, carefully classified by lines of business and sales desirability. By use of a system of plate tabs or signals, any group of these accounts can be selected and worked when and as the occasion warrants.

"Sharpshooting" with Personalized Letters: A hardware specialty manufacturer who sells direct, added hundreds of desirable accounts by "sharpshooting" tactics of this sort. In con-

nection with the list, which is maintained on McBee card records, this manufacturer employs a young man whose job is to maintain mail contact with every hardware merchant on the list. His department, outside of the file of McBee cards, consists of a stenographer and a battery of 4 automatic typewriters and 2 typists. There are about 5,000 names on the new business list. Whenever the company makes a new product, the business development department has the advertising department prepare a special folder slanted at opening new accounts. and then opens a barrage of personal letters (using the battery of Auto-typists) to selected prospects. The selection, of course, is a simple matter when McBee cards are used. It is only necessary to run a pin through the proper hole in the drawer of cards and all cards in any desired classification are automatically selected. The effectiveness of the plan depends upon the skill with which the letter is tied in with the needs of the prospect.

For best results such a list should be carefully checked for: (1) Credit rating to be sure the new customer will pay for what you sell him. (2) Names of all buyers or executives in a position to instigate as well as place the order—you would want to write a different letter to a foreman who merely requisitions the product than to the vice president in charge of operations who has to okay the expense. The arguments might be the same but the angle would be different. (3) Nature of competition. (4) Previous purchases, if any. (5) If a supposedly "dead" account, how long has it been inactive and why. (6) Type of products (if you make a line) in which the prospect is most interested. (7) Salesmen who will service the account after you put it on the books. You will also need information, if the account is a dealer, on the size and type of store, trading area data, etc.

IDEAS FOR GETTING LIVE NAMES

Agents of the Connecticut Mutual Life Insurance Company use the birth announcements in the newspapers as a source of live leads by writing a miniature letter of greeting to the new arrival with a return card enclosed which the parent signs and mails if interested.

Household appliance manufacturers secure the name of each purchaser of equipment, either through salesmen's orders or, if through dealers, by attaching a tag to the appliance which must be returned in order to get a guarantee certificate or some useful piece of literature. Card these names. Plan a series of at least

three letters to each name to go out during the first 6 months of ownership. The first letter can be a personal note of interest from an officer of the company. It should be produced on an automatic typewriter, the number of the machine or appliance being filled in to give it a personal touch.

A magazine publisher determines how much he can afford to pay for three names of possible subscribers. He prepares a little folder offering some useful premium for the names of three friends who might be interested in subscribing to the magazine. These enclosures are sent out with a preliminary letter to all subscribers in advance of their expirations, signed by the editor, asking specific questions concerning the editorial contents and the advertising section.

A manufacturer selling through jobbers packs a dealer co-operation certificate in each package or with each shipment. When filled out by the dealer these certificates entitle the dealer to a window display, or a counter card, or something equally helpful to him in moving the merchandise off his shelf. If the dealer helps are well chosen, you will be surprised how many of these certificates come home.

A department store gets lists of people who are contemplating spending money for luxuries through various aggressive women's organizations, especially church societies whose main activities deal with raising money. The store provides each member with a book of blanks. On the side of each blank are listed items which carry a large mark-up and on which the store could afford to pay a small percentage.

The members keep these books handy and every time any of their friends mention they are thinking of buying an electric refrigerator, radio, or whatever it might be, they fill out a blank card, check the proper item, and mail it to the store. It is then circularized. If a sale is made the organization will be credited with the amount shown on the blank. If a sale is not made the organization is charged back to cover the postage on the circular matter. At the end of the organization's fiscal year a check is sent to the treasurer for an amount equal to the money earned less the cost of the postage. Every month a list of sales with the names of the women who had turned in leads is mailed to the organization to post or read. This is necessary to sustain interest in the plan.

A roofer in a sizable New England town wanted more business. At some time, of course, every roof in town would need repair or replacement—unless the house itself were torn down

and a new one with a new roof erected in its place. But when? Tin roofs have been known to last a hundred years—and the durability of slate, shingle, or even tar paper is great enough to irritate a roofer.

Obviously, the best prospects for roofing were people living in old houses, whose roofs presumably had more or less disintegrated. There was only one way to locate these houses and that was by actual observation; so the roofer was advised to drive over every street in town, noting the number of every house, the roof of which might come under suspicion. After that, the name of the owner was obtained from the real-estate records. A tedious process, but it is the only possible method of getting a fairly practical working list.

A Checklist for Mailing Lists: It is natural to suppose that a mailing list is good enough if it is producing even a fair volume of returns. Yet it is entirely possible that the returns could be materially increased, even though they may be satisfactory, by carefully checking it to determine its efficiency rating. While no hard and fast rules can be laid down for checking the list for any particular business, the following suggestions may prove helpful:

Is your list classified according to the potential profit which each account will yield, or are you spending the same amount of money to circularize all names regardless of their buying possibilities? Do you spend as much to circularize "fringe" names as "preferred" names?

Has your mailing list been checked with current credit rating books to make sure that you would be warranted in accepting business from every name on the list, even if you did get an order? The last 6 months have changed the picture for many companies.

Are you confining your mailings to one man in larger companies, disregarding the fact that today several people are usually involved in the placing of an important order?

If you use individual names on your mailing list do you know for sure if they are the names of men holding the deciding vote, or were the names placed on the list at the suggestion of salesmen who "think" they are the men to be sold?

When you send out mailings under third-class postage—do you mark your envelope so that all undelivered mail will be returned? Do you follow up the clerk to be sure that these dead names are being pulled from the list promptly?

In the case of individual names for large companies, when mail is returned for nondelivery, do you have some plan for automatically finding out the name of whoever succeeded to his work, or do you allow the name of the company to be killed with the name of the individual?

Have you some key or system to tell how long a name has been on a list, so that a periodical audit can be made and the mailing list cleansed of all names

which have been worked for 2 years or more without response? Do you use it often?

How do you provide for getting new blood into a list? Do you depend entirely on hit-or-miss reports from salesmen or is it the duty of somebody in the organization to watch and clip the trade papers to be sure that reorganizations, new companies, and management changes are caught?

Have you ever sent a personal letter to each name on the list over the signature of an officer of the company to find out if you are wasting your money circularizing names of people who are not even prospects?

Chapter 3

SALES PROMOTION ORGANIZATION

IN ORGANIZING for sales promotion the changing needs of the business are all-important. During the development stage a single executive, working with and through the sales department, might carry through the sales promotion program. Then as full distribution is attained, and more intensive market cultivation is required, it might be advisable to expand the facilities, perhaps going so far as to establish sales promotion units in the major sales districts to work more closely with territorial salesmen and distributors. Or, as actually happened in the case of Norge Division of Borg-Warner Corporation, the position of general sales manager might be eliminated in favor of several executives, one responsible for the marketing of gas ranges, another responsible for the sale of refrigeration equipment, a third responsible for home freezers, and another specializing in the sale of laundry equipment, etc.

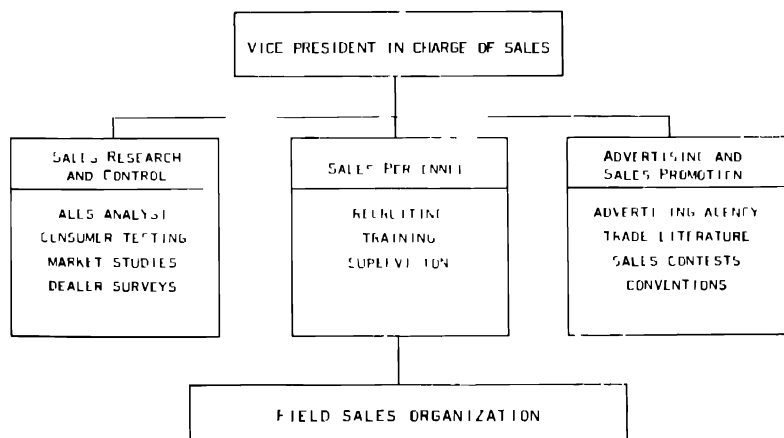
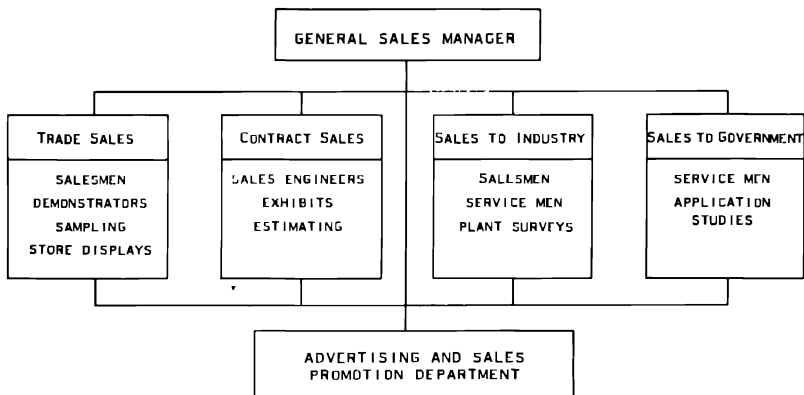
All these Norge executives report to the director of sales; and their activities, so far as sales promotion goes, clear through a merchandising manager, who is also charged with the supervision of the product sales program. He is the coordinating executive. Field promotional operations, an important part of the Norge marketing program, center in a field manager to whom the 6 regional managers and 18 district representatives report. The purpose of these changes was to create a hard-hitting, field supervised organization with specialized sales promotional support.

Sales Promotional Authority: All-important in any scheme of organization is the position and authority of the responsible executive. In a highly technical operation, such as selling ships, the promotional effort may be restricted to a few top officials who maintain close contact with transportation companies that use ships. In the case of engineering specialties sold to converters,

a company may depend upon its headquarters and field engineer ing staffs to get its products specified. But in the marketing of products sold for resale, and most equipment used in the office, shop or store sales promotion is an important sales function, and is so regarded by the management. The same is true of products and services sold direct to the user or consumer.

While there are still a number of important companies which proceed on the theory that everyone in the business is, or should be, a part of the sales promotional organization, there is a growing tendency to center sales promotional functions in a qualified executive. Usually, but not always, such an executive reports to the officer responsible for distribution, or he may report directly to the chief executive and, in a few instances, to the board of directors.

Again, some companies prefer to make sales promotion a branch of the advertising department, since it is the common practice to entrust the production of sales promotional materials to the advertising executive. In such instances the advertising executive usually carries the title of Director of Advertising and Sales Promotion. There is no hard and fast rule for organizing sales promotion. It differs with the nature of the business; the size of the sales operation; and to a very great extent, upon the qualifications, experience, and capability of the individual.

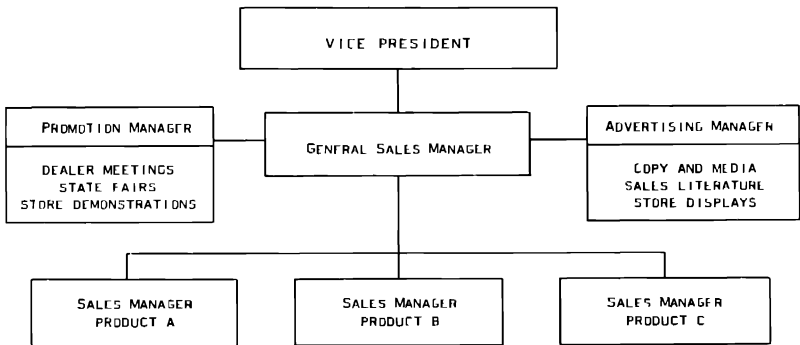
Some sales managers have a flair for promoting sales that eminently qualifies them to supervise the activity. Others are

A widely used type of sales organization. The sales research director, manager of sales personnel, and the advertising and sales-promotion manager report directly to the coordinating sales executive.

When varying channels of distribution are used in marketing the product, it is not unusual for each division to operate independently of the other, with sales promotion production for all divisions centered in the advertising department.

anything but sales promotional minded. In the same way some advertising men have sufficient experience in sales work to understand and appreciate the needs of the salesmen and the distributing organization. Others lack this understanding. In that case a complete absorption of the sales promotional function by advertising, whether it be the headquarters department or the company's advertising counsel, is unwise. The advertising department is usually just far enough away from the actual selling operation to miss the extremely intimate coordination that good sales promotion demands.

So while some measure of organization is necessary to effective sales promotion, it by no means requires a large department with a high-powered idea man at the head, pushing buttons with a score or more of clerks dancing to his tune, and a sales department hanging on his every thought. There are, to be sure, such departments. Yet some of the most resultful sales promotional jobs are being done by companies with no formal organization whatever. But as the business grows, and competition becomes acute, the tendency in modern management is to recognize sales promotion as a specialized function of sales management and to organize accordingly.

Type of Operation as a Factor in Organization: The blueprint for organizing sales promotional activities obviously is determined by the ways in which the company distributes its products. Thus a manufacturer selling through mass distributors requires

an entirely different sales promotional setup than one making a similar product, sold exclusively through independent dealers. If the product is sold through a field organization direct to industry the promotional needs of the business are greater than when it is sold through mill supply houses.

Then there is the problem of the manufacturer who sells multiple lines through unilateral sales organizations. These might function by product divisions or by the distribution problem involved. The big packers, for example, operate separate sales organizations, requiring special sales promotional assistance, for such widely different products as fertilizer, dairy products, soap and cleansers. They also sell food staples to the trade through branch plants and branch houses. The product divisions may, and usually do, employ "specialty" salesmen who sell only the products of their division. The sales promotional activities of such operations are quite complex.

In multiple-product marketing, the sales promotion manager, the general sales manager, and the advertising manager usually report to the sales officer directly, with product sales managers reporting through the general sales manager.

So far as products sold for resale are concerned, there are many ways of distributing them and as many ways of promoting their sale. Among the outlets to be considered in planning promotions for this type of operation are:

1. Independent specialty stores.
2. Independent general or department stores.
3. Mail-order stores.
4. Auto supply store chains.
5. Variety stores.
6. Voluntary chain stores.
7. Manufacturer's chain stores.

8. Chain department stores.
9. Chain specialty stores.
10. Co-operatives (particularly in certain areas).

A manufacturer or factor may sell to these stores by the following methods:

1. Direct to independents and chains.
2. Through old-line wholesalers.
3. Through specialty wholesalers.
4. Through distributors selling limited lines.
5. Through wholesalers serving voluntary chains.
6. Through manufacturer's exclusive wholesalers.
7. Through truck wholesalers.
8. Through manufacturers' agents.

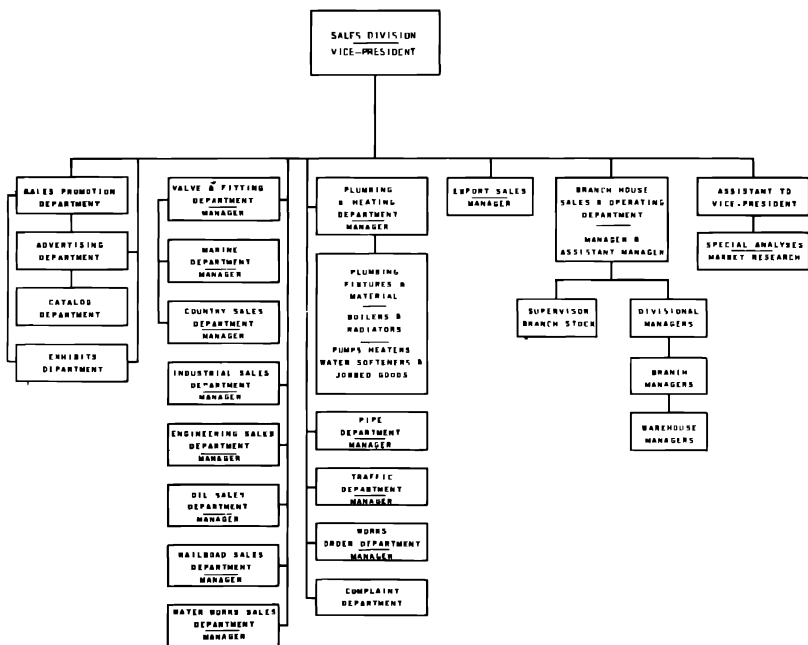
What to Call the Department: While the function remains essentially the same, the sales promotion department may come under a different name in different companies. Thus the A. P. Green Fire Brick Company has a domestic sales department, in charge of a domestic sales manager; an export sales department in charge of an export manager; the merchandise department in charge of the merchandise manager; and a traffic department in charge of a traffic manager. The several departments are co-ordinated by a vice-president in charge of distribution. Under the merchandise manager are the following sections, each in charge of a manager:

1. Advertising and Sales Promotion.
2. Market Research.
3. Sales Service.
4. Sales and Construction Engineering.

Subsequent sections of this HANDBOOK will discuss sales promotion methods which have proved to be most effective in reducing distribution costs in the most important of these channels. But the way a product is to be distributed should be definitely established before the sales promotional machinery, whether it be a department or a method of operation, is set in motion.

Centralized and Decentralized Setups: A study of the sales promotional organization of several hundred companies in various industries shows two different approaches. One group centralizes all sales promotional activities in a home office organization, responsible for planning, production, and the execution of all undertakings of a promotional nature. Others decentralize sales promotion so far as planning and execution are concerned, but centralize production. They may operate through sales promotion units in each product division; that is to say, where a

company operates several sales departments as a part of its over-all marketing operation, each department has its own sales promotion unit. Or, as is quite customary in the marketing of home appliances, each territorial division may have its own sales promotion unit which works closely with distributors and dealers in the field, helping them to devise ways and means of promoting sales. In such cases, of course, the supervision of these units is the responsibility of the sales executive of the business, or one of his assistants.

This decentralized type of organization is particularly favored when the principal promotional effort centers around the distributor, and where the aim is to assist the individual distributor or dealer to carry out sales promotional activities at the local or district level. At least one national organization finds it profitable to assign sales promotion specialists to distributors, for a limited time, to assist them in establishing a sales promotion operation of their own, in conformity with a national plan. In such cases the sales promotion man, while employed, trained, and

The organizational setup of a large company in the building supply field. The sales promotion department, advertising department, catalog department, and the exhibits department report through the sales promotion manager to the sales head.

directed by the manufacturer, is usually carried on the distributor's payroll until the new department is able to function under a man whom the manufacturer's representative has trained.

Since sales promotion is, in fact, a form of service to the customer, it is sometimes advisable to have more than one sales promotion executive, each skilled in a particular operation and each responsible to the sales executive for promoting sales in that unit. Thus the Standard Oil Company of Indiana had one "sales promoter" for its wholesale operations; and another, with equal authority, to promote the sale of Standard Oil products and specialties through filling stations and other retail outlets. This dual responsibility has certain advantages, although it does create a division of authority.

Who Should Head Up Promotion? Regardless of whether the promotional organization is centralized or decentralized, results depend, as they do in any activity, upon the man who directs the operation. He should be a man of high caliber and should command the authority and salary commensurate with a job of such importance. While the qualifications of a sales promotion manager vary according to the nature of the business and the job to be done, most national advertisers attach considerable importance to the skill which a promotion man has, or acquires, in the production of promotional literature. To some extent these are the same skills and know-how required in an advertising manager, but with this difference:

The advertising executive deals primarily with the mass mind. The copy he prepares for consumer groups is not so much designed to get action, as it is to create buying impressions. On the other hand the sales promotional man, who deals with such groups as salesmen, dealers, distributors, agents, and to a lesser extent with the consumer, must understand what influences these groups. He must understand their problems and be able to talk their "language." He must prepare copy that will convince and motivate a type of customer not so emotional as the consumer. Yet he must have the ability to present his ideas clearly and dramatically, through good layouts and arrangement.

It is noteworthy that classified advertisements in local newspapers for sales promotion managers invariably stress the need for creative imagination. This is a basic qualification too often overlooked. While experience and knowledge of the techniques of sales promotion are important, the capacity of a sales promotion manager to grow with the business and to measure up to

his full responsibilities depends upon his ability to formulate and carry through broad promotional projects. In other words, the job calls for a man with a lot of initiative.

Specifications for Sales Promotion Manager's Job: While the job of sales promotion manager varies with the business, the man, and the time, the following job description, issued by the U. S. Employment Service in its *National Roster of Scientific and Specialized Personnel,* is interesting:

> Sales Promotion Specialists (56.4.20)
>
> Sales promotion specialists plan and direct sales, that is they predetermine the sales effort needed and control the sales effort during the course of operations. They also control advertising campaigns and expenditures. The best kind of formal training for specialists in this field appears still to be the subject of some doubt. It is clear, however, that special knowledge of advertising, marketing, programming, and scheduling, together with detailed familiarity with the particular product is required.

Speaking before the marketing division of the American Management Association, Philip S. Salisbury, editor of *Sales Management* Magazine, told his audience that the man who heads up the sales promotion in a modern marketing operation should be not only a leader so far as keeping his organization alive, but he must keep his company alive *and kicking,* moving ahead all the time, constantly enlarging its viewpoint, developing its contacts, expanding its horizons. "He is the coordinator as well as the promoter of everything between all phases of top management on one hand, and field selling and the ultimate consumer on the other.

"He should be the type of man who combines these qualities: (1) Personal sales ability and sales experience, (2) a broad background in the use of advertising and promotion techniques, (3) a vigorous, aggressive mind that thinks constantly in terms of how the company can make more sales, (4) the common-sense approach that the increased sales must be made at a profit.

"The man who should be heading up your promotion activities is a man well able to put your company's best foot forward. In the moderate-sized company he may also be in charge of advertising, possibly also of public relations and employee relations. In the large company he will coordinate many and varied activities so that the ultimate in sales value is secured from each. In short, he will be the guy in the packing plant who finds a way to extract value from the one thing that now has to be thrown away—the pig's squeal.

TELEPHONE CHECK ON EXECUTIVE APPLICANT ______________________
Name of Applicant

______________________ ______________________
Person Contacted — Position

______________________ ______________________ ______________________
Company — City and State — Telephone Number

1. I wish to *verify* some of the information given to us by Mr (name) whom we are considering for an executive position. Do you remember him? What were the dates of his employment with your Company? — From ______ 19__ To ______ 19__
   Do dates check?
2. What was he doing when he started? ______
   Did he exaggerate?
   When he left? ______
   Did he progress?
3. He says he was earning $______ per______ when he left. Is that right? ☐ Yes, ☐ No, $______
   Did he falsify?
4. What was basis of his compensation? ______
   Any profit sharing? Bonus Evidence of ownership?
5. What did you think of him? ______
   Did he get along with his superiors?
6. Did he have any supervision of others? ☐ No, ☐ Yes, How many? ______
   Does this check
   (If yes) How well did he handle it? ______
   Is he a leader or a driver?
7. How closely was it necessary to supervise him? ______
   Was he hard to manage Did he need help constantly?
8. How willing was he to accept responsibility? ______
   Did he seek responsibility? Was he afraid of it?
9. Did he have any responsibility for policy formulation? ☐ No, ☐ Yes, How much? ______
   (If yes) How well did he handle it? ______
   Good judgment? Realistic? Able to plan ahead?
10. Did he develop or initiate any new plans or programs? ______
    Initiative? Creative Realistic?
11. How well did he "sell" his ideas? ______
    Self reliance? Ability to adjust to others' needs?
12. How hard did he work? Did he finish what he started? ______
    Is he habitually industrious? Persevering?
13. How well did he plan his work? ______
    Efficient? Able to plan?
14. How well did he get along with other people? ______
    Is he a troublemaker?
15. How much time did he lose from work? ______
    Conscientious? Health problems?
16. Why did he leave? ______
    Good reasons? Do they check?
17. Would you re-employ him? ☐ Yes, ☐ No; Why not? ______
    Does this affect his suitability with us?
18. Did he have any domestic or financial difficulties which interfered with work? ☐ No, ☐ Yes, What? ______
    Immaturity?
19. How about drinking or gambling? ☐ No, ☐ Yes, What? ______
    Immaturity?
20. What are his outstanding strong points? ______
21. What are his weak points? ______
22. For what type of position do you feel he is best qualified? ______

Checked by ______________________ Date ______________________

Form No. [illegible]

Selecting the sales promotion executive requires painstaking screening, searching, interviewing, and a thoroughgoing telephone check. The above form, developed for Dartnell by The McMurry Company, Chicago, will prove useful. It suggests the type of question to ask a former employer, and provides a permanent record of the information secured. It is filed with the application and interview blank in a personal history folder.

"He will find every last bit of byproduct value in your consumer advertising, for example, and if you are a large advertiser that one service alone can pay his salary several times over. At a time when many suppliers are competing for somewhat lessened demand, the merchandising of advertising becomes big-time. Any man who can make your branch and district managers, your salesmen, your wholesalers, your dealers really enthusiastic about your consumer advertising can increase the real value of that advertising by anywhere from 20 per cent to more than 100 per cent, because it will result in more orders, more displays, more 'push' by retailers and their salespersons."

While a knowledge of layout and copy writing is important, those are functions which can be delegated. But he should know how to get his ideas across in the printed form and upon the public platform. With the growing importance of trade conventions and trade shows, and their place in sales, a sales promotion man who can talk well on his feet, and has "platform presence" is in a position to do his company a lot of good. In fact, organizing and staging dealer meetings is fast becoming one of his important duties in many companies.

For that reason, too, the title given to the sales promotion manager is important. Unfortunately, the title "Sales Promotion Manager" does not suggest anything constructive to a trade convention audience, nor does it greatly impress dealers called in to hear about a new sales plan. It may describe the functions of the man from an organization point of view. But to the customer it suggests a promoter, and promoters are evaluated differently by different people. One well-known food company gives its sales promotion man the title of "Sales Counsel," another labels him "Merchandising Manager," and in at least one instance he is the "Vice President in Charge of Dealer Relations." In the engineering field, a not unusual platform title is "Director of Research." This serves well if the nature of the promotional work has to do with new uses for the product.

THE SALES PROMOTION STAFF

In the case of a well-organized company where the sales promotional function covers planning and production as well as carrying out the plan in the field, the department usually includes, in addition to the director, several assistants, each of whom specializes in certain phases of the work. In the smaller organiza-

tions these activities may be combined. Briefly they are as follows:

Manager of Research: This executive has the job of contacting customers to determine their needs so far as sales helps are concerned; to keep informed as to what competitors and companies in related fields are doing in the way of sales promotion; to conduct consumer studies and tests to obtain factual data for preparing sales promotional material, talks to be delivered before customer groups, and for over-all planning. One duty of this executive is to attend meetings of sales executives' organizations, to keep in touch with general trends of value to the company in expanding its markets. Another duty is to measure the results of sales promotional activities at point of sale.

A fast and efficient way of getting consumer reactions is through use of the Aptimeter, a machine installed by the A. C. Nielsen Co. in high-volume supermarkets. About the size of a small table-top radio, the machine records consumer preferences on such matters as price, package design, and product characteristics. "Voting" is merely a matter of pressing the buttons adjacent to printed questions, tabulations being easily made from the automatic recordings.

Courtesy, *A. C. Nielsen Co*

Exhibit Manager: Some companies find it profitable to use county and state fairs, trade shows, and conventions to promote sales. In recent years, the activities of sales promotion executives have been further broadened through participation in the overseas trade fairs sponsored by the United States Government, in various parts of the world, and by trade fairs in major U. S. cities.

The exhibit manager arranges for the display space required, plans the exhibit, has it built with the help of a firm specializing in this type of sales promotion, and is responsible for setting up the display as well as manning it. If salesmen are on duty at the exhibit they report to him. The usual practice is to give this job to a veteran salesman who has spent a good deal of time at conventions or trade shows, who knows the important customers and, if need be, can get up in front of an audience and give a good account of himself. When not engaged in work of this kind, this executive often organizes and conducts distributor and dealer meetings.

Contest Director: Under normal conditions most national sales organizations find it profitable to conduct various kinds of sales stimulating contests or campaigns. These may be contests between salesmen, between district offices, or they may be contests for dealers and their salespeople. Or they may be contests intended to get leads for dealers. One of the large utility companies enlists the help of nonselling members of its organization by awarding prizes for sales leads which are turned over to its salesmen to follow up. Sales contests are usually dramatized and promoted intensively, so that interest is maintained at white heat while they are under way. Registering contestants, scoring them, stimulating them to put forth the required extra effort, as well as purchasing and awarding the prizes, can well be a full-time job for someone with a flair for that sort of thing. When the operation is made the responsibility of a trained promotion man, it is customary to have some kind of contest going all the time, but each sufficiently different to avoid monotony.

Sales Training: This activity may or may not be assigned to the sales promotional department. Very often it is set up as a department by itself under the manager of salesmen. However, when the work consists principally of training dealers and their salespeople, either on the job or bringing them into the factory for specialized training, it belongs in sales promotion. It is important that the executive who has this responsibility should

have the ability to impart his ideas to others, in other words, teaching ability. That sort of sales promotion consists of taking the principles of successful merchandising, as they are formulated by the company's sales command, and teaching them to those who distribute the product. The aim is to raise the standard of salesmanship at the point of sale. Too many sales trainers, engaged in resale work, make an excellent impression upon the dealers, and do a pretty good job of "trading up" those who take the course, but they forget that the real reason they are on the company payroll is to promote sales and not merely entertain customers. A good source for promotion men who are required to train dealers, is clerks and others who have done a good job selling the product behind the counter and who have experience in conducting a successful retail business.

Merchandising Manager: Some products require intensive merchandising at the point of sale. Store demonstrations, store arrangements, window displays, community promotions are just a few of the techniques. If much of this type of sales promotion is used it might well be a full-time job for somebody. Demonstrators must be hired and trained, routed, and supervised. Displays must be planned and purchased, to say nothing of being properly distributed. Store display men as well as salesmen must be shown how to get dealers to put in displays, modernize their stores, and increase store traffic. It means working with salesmen and display men in the field, all for the purpose of making sure that the money a company spends for this promotion is producing results commensurate with the cost. Sampling campaigns are usually entrusted to the merchandise manager, since an important consideration in such a promotion is the effect on the dealer. The job calls for a man who knows how to move merchandise off the dealer's shelf or floor and into the channels of distribution. He should have had sufficient experience in retailing to know the value of store display and store arrangement. And with it all he must be a good manager, for this is one of those operations where it is easily possible to spend a lot of money without getting very much in return.

There are other specialized jobs in sales promotion, such as preparing and producing educational film strips and moving pictures; managing the lecture bureau which supplies speakers to luncheon clubs, women's clubs; arranging and conducting trade trips. Some companies even place the responsibility for improving the tone of business correspondence, to the end that every

letter will sell something, either goods or good will, upon the sales promotion manager. It all depends upon the kind of business, and what a company can afford to spend for this sort of thing. But sales promotion, like anything else, if worth doing at all is worth doing well. It is for that reason that more and more companies are breaking down the functions of sales promotion into simple tasks, and employing men skilled in that particular task to get the job done *right*.

Training for Sales Positions: An important consideration in selecting sales promotional personnel is the potential ability of the men for sales supervisory positions. The sales promotion department is an excellent training school for future sales managers since it grounds the staff in the home office point of view. If a man's qualifications are such that he is fitted only for sales promotional work, and qualities of a general sales executive overlooked, a company may deprive itself of an excellent source of branch managers, sales agents, and other operating sales executives. It is noteworthy that in some of the hard-fought fields, such as home utility appliances, it is customary to fill nearly all vacancies in the sales supervisory staff from the sales promotion department.

Outside Counsel: Rather than take on the expense of a specialized staff, some companies prefer to get along with fewer people in the sales promotion department and use outside specialists as needed. For example, in checking the results of a sales promotional or advertising campaign at the point of sale, the services of organizations like A. C. Nielsen Company are available on a fee basis. The Nielsen organization has arrangements with merchants in certain lines of business, at carefully determined points, whereby its research men go into the store every week and analyze the sales slips. The results of these studies are tabulated and furnished clients in the form of trade reports. By serving a number of companies in this way, the cost to each client is much less than if the client undertook to obtain the information himself. Similarly, in ascertaining new methods being used by competitors or others to promote sales, services like the Dartnell Sales Methods Research are available at a small annual fee. Other research organizations specialize in consumer testing and in making studies of buying habits useful in sales planning. Unless there is a continuing need for this type of information, it is usually more economical to call in outside organizations than to maintain a full-time research staff at headquarters.

The same thing applies to producing sales manuals, planning books and other literature required in sales promotion. Unless a company uses enough of this material to warrant employing a capable executive, and good ones come high, it is better to arrange with some advertising agency to do this. While the fee may seem high, compared with the cost of doing the work under your own roof, you pay only for what you need when you need it. The need of "making work" to keep a staff man busy is avoided. There are also free-lance sales promotion men who work on a job-to-job basis. While they may lack the intimate contact with your sales problems which an insider would have, they do bring an outside point of view to your problems, and when the particular job for which you engage them has been completed the expense stops. This is particularly true when conducting occasional sales contests or sales promotional campaigns. In the large centers there are sales promotional agencies skilled in planning, promoting, and operating sales contests. Such agencies assist sales executives in planning all manner of sales promotional and business development activities. It furnishes stock materials for promoting sales contests. By using these standardized mailing pieces as a vehicle for a sales message, substantial savings are effected. Results, too, are usually better.

There are also organizations which specialize in store display. That is their business. They can be engaged on a consulting basis to develop point-of-sale promotion plans. The specialized experience they offer is most helpful. In the same way, large lithograph companies are able to help in the creation of window and store displays, either on a fee basis or in consideration of the purchase of materials from them. Others specialize in the distribution of display material, even renting wall and window space from merchants which they make available on a yearly contract basis for hundreds of stores in key cities.

THE FIELD ORGANIZATION

Field men are used in sales promotion where the product is sold through distributors and dealers. They are also used, but in a lesser degree, by manufacturers of technical products which require shop tests and demonstrations. Companies selling equipment used in offices and shops, where the continuing purchase of supplies is a factor in territorial profits, also use field men to

call on users and stimulate wider use of the equipment. For example, a manufacturer of addressing equipment, where the sale of address plates is important, might profitably use men to call upon users and suggest more ways to use the equipment which the company has purchased. This type of promotional work theoretically should be done by the salesman, but salesmen are notably lax in calling back on old customers. They are more interested in finding new buyers, especially if the commission received on supply sales is relatively small. By getting present users to put their equipment to better use, it is not long before those users will need more equipment as well as more supplies.

The companies which maintain large-scale field promotional organizations are mainly in the food, automobile, electrical appliance and related fields *where the neck of the sales bottle is the dealer*. In the case of big-ticket merchandise the crux of the sales problem is to get dealers to organize outside sales forces and to go out after business rather than sit around waiting for business to come to them. Then, too, there is the never-ending problem of increasing the sales effectiveness of dealers and their salespeople. It is an axiom of good sales management, that the surest way to build the kind of business that will stay with a company year in and year out is to build *better* dealers. That means more than getting dealers enthusiastic over some sales promotional campaign, which produces some immediate results but after all may be just a shot in the arm. It means helping them to be successful on all fronts, to buy more intelligently, to merchandise more skillfully, to control expenses and credits, and in other ways to improve their leadership and financial position. It takes time and money to carry through that type of "grass roots" program, but it pays off in the long run. It is noteworthy that in so-called bad times, those companies which have done a job of building financially strong dealers have weathered the storm more comfortably than others.

The sale of bowling equipment, for example, depends upon local enthusiasm. If there are a number of bowling teams in a locality it is inevitable that some enterprising person will build a bigger and better bowling alley. So manufacturers making bowling equipment employ "organizers" in industrial centers to organize bowling teams in plants, churches, and other likely institutions. These organizers do little or no actual selling, but *indirectly* their efforts produce sales for their employer just as surely as any salesman's.

Another use for field men, as a supplement to personal selling,

is found in the distribution of office furniture. Enterprising dealers offer an office arrangement service at no cost to customers, which results in a saving on office space. Space in a mill-constructed building in a low-rent area costs much less in annual overhead than in a high-rent area. The "service" man, who has nothing to sell, interests a prospective buyer of furniture in the possibility of saving rent. He offers to come in and make a survey of his office arrangement without obligation but with the understanding, of course, that if the survey shows that substantial savings can be made by purchasing certain special-purpose furniture, his company will get first chance at the business. When the survey is completed, the salesman in the territory gets a copy and he carries on from there.

While an experienced salesman could make such a survey himself, the use of specialists on office arrangement seems to work out well. Actually the cost is about the same, since a good salesman's time is just about as expensive to the house as an efficiency man's. He may not be paid as much, but if you figure his cost on the basis of business lost while engaged in survey work, the odds favor the specialist. Most important of all, however, is the good-will value which accrues to a dealer when his representative is an expert, and not an amateur, on office management and arrangement.

One reason some report disappointing results from the use of field men in sales promotion is they fail to "spark" the men with new ideas for building sales which they can pass along to customers. A sales promotion man is no different from a salesman. He must have something to sell about which he can get excited. He needs something *important* to talk about. In far too many cases companies have set up field units in connection with some sort of a sales program, and then after that program was completed, or lost its edge, the management kept the men on the payroll on the theory that they could do the company a lot of good calling around on dealers and suggesting ways to increase sales. In theory they can. Actually, however, when men are left to their own devices they tend to ride off in all directions. If there is no way of measuring the results of their efforts, they soon relax and get into a rut. So it might be said, with much truth, that unless there is a well-integrated plan for keeping a field organization stepping month in and month out, year in and year out, the cost of the operation might well be out of all proportion to the results obtained.

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
1 ORGANIZATION — To develop and maintain a sound and clear-cut plan of organization through which management can most easily and effectively direct and control the enterprise	a Organization structure (organizational components) designed best to facilitate management, prevent overlapping of functions, and duplication of effort b Function, responsibilities and authority, and relationships clearly defined for each management position (See Management Guide) c Proper delegation of authority by management to permit decisions to be made at the lowest practicable level of management d Thorough understanding of the requirements and responsibilities of their positions on the part of personnel e. Proper coordination of the entire organization plan
2. PERSONNEL—To develop and administer a constructive personnel development and training program which will gradually ensure that all positions in the organization are filled by individuals fully qualified to meet the requirements of their respective positions	a Adequate control to ensure selection of best-qualified personnel available for the different types of work, first from within the organization, and then, if necessary, through outside hiring b Effective training by supervisors, with the assistance of appropriate staff agencies, of all employees to meet the requirements of their jobs c Comprehensive annual rating of all employees in terms of job requirements d Positive action to correct deficiencies in qualifications and assignments as disclosed by the rating program e Carefully planned personnel utilization program to take the best advantage of demonstrated abilities develop each individual's full potentialities, ensure adequate potential material for responsible positions, and to ensure placement of the best qualified individual in each job f Adequate control to ensure that all promotions and appointments are made from among the best qualified candidates available g Full cooperation in effecting the most advantageous placement of personnel h Proper coordination of the entire personnel development and training program
3 PLANNING—To formulate well considered plans and objectives covering all operations, activities, and expenditures for each year or longer ahead, as a basis for authorization, a guide to achievement, and a measure of performance	a Clear conception of essential needs and worth while objectives b Clear-cut plans for accomplishing these objectives c Sound analysis of requirements in terms of manpower, costs, facilities, and money d Good business judgment as to justification and extent of proposed undertakings e Effective participation of subordinates in formulation of their respective parts of the program f Proper coordination of each program g Appraisal of results compared with planning for these results
4 ADMINISTRATION—To accomplish all functions and responsibilities fully, effectively, and harmoniously	a Guiding policies clearly stated, and well understood by all b Effective coordination and control of results c Prompt, well considered management decisions d Close supervision affording first-hand familiarity and appraisal of operations, activities, and management problems on the ground without relieving subordinates of their proper responsibilities e Maximum use of best thought and capabilities of the entire organization in accomplishing the program

General Objectives of Management

OBJECTIVES	REQUISITE CONDITIONS
ADMINISTRATION—*Cont*	f Assumption of proprietary responsibility for successful conduct of all activities under his control, relieving superiors of details and presentation of matters of justifiable importance g Active cooperation in furthering the proprietary interest of other organizational components and of the enterprise as a whole h Maintenance of good public relations i Proper coordination of operations and activities
5 COSTS—To keep all costs and manpower at an economic minimum, consistent with essential purposes	a Periodic analysis and appraisal of all functions and activities as to justification and required effort b Elimination of all unessential or ineffectual work expense, and manpower as disclosed by such analysis c Establishment of most efficient methods for performing operations and activities d Establishment of suitable standards and measures as to what constitutes optimum performance and cost in regard to all operations, activities and expenditures e An adequate control system, through which actual results are currently evaluated against the optimum or planned expectations, and all deficiencies are brought to the attention of the proper person for corrective action f Proper coordination of cost and manpower control programs
6 BETTERMENT—To plan stimulate, and develop improvement in methods products, facilities and other fields as applicable keeping abreast of the best thought and practice throughout the industry and to ensure that outmoded procedures and uneconomical facilities are abandoned	a Clear cut recognition of needs and limitations b Well planned betterment program with clearly defined objectives c Solicitation of best thought and suggestions from the entire organization d Keeping abreast of best thought and practice throughout the industry e Effective action in putting desirable improvements into effect f Proper coordination of betterment program g Periodic appraisal of results
7 EMPLOYEE RELATIONS—To make sure that all employees are accorded fair and equitable treatment and that they are inspired to their best efforts	a Personnel policies and practices (including benefit plans, wage and salary schedules, and working hours and conditions) kept up to date and in favorable relation to competition, through well considered changes as necessary b Enlightened supervision ensuring that each employee is treated fairly and justly as an individual, with helpful consideration for his personal feelings, ambitions, and problems, within the scope of reasonably interpreted rules and policies c Adequate control to ensure that each employee is fairly and appropriately compensated in general conformity with the established rate structure and policies d Maintenance of close touch with personnel and their problems e Effective leadership and stimulation of morale f Confidence and respect on the part of superiors subordinates, and associates g Proper coordination of entire employee relations program

Courtesy Standard Oil Company of California

Chapter 4

THE BUDGET FOR SALES PROMOTION

USUALLY the sales promotional budget and the budget for advertising are considered together. The advertising may be the sales promotion budget, or sales promotion might be included with advertising. But both are considered "indirect" selling expense and are seldom included with those items which relate specifically to direct sales cost—that is to say, the cost of operating the sales force. This is for the purpose of control. From an accounting standpoint all are, of course, a part of the cost of sales.

At certain times, there creep into sales budgeting many unhealthy practices. When money is easy and taxes high, companies allow branch managers and others to buy space in church and civic club programs as a gesture of interest in local affairs. Such expenditures, since they are purportedly advertising, are charged to the advertising appropriation. As advertising is not expected to carry a heavy load at such times, no harm is done. The same is true of many similar expenses, such as gifts and merchandise donations. But in times of competitive selling, and the need of making every advertising dollar stand on its own feet, sales managers insist that all such expenditures be charged to a special item in the general budget, such as "contributions and donations." It is held that charging such items to advertising or sales promotion penalizes the sales promotional activities, and makes it more difficult for the department to show results. The same applies to novelties given away at trade shows and state fairs. In a sense they are advertising, but more specifically they come under the head of "conventions and exhibits," which may or may not be charged against the appropriation for advertising. Some companies consider that expense as public relations.

Another item that may be charged differently by different companies is research work. Some research has to do with prod-

uct development. Some has to do with market analysis. Some has to do with allocation of the advertising appropriation among various media. Some has to do with the preparation of sales manuals and sales tools. And perhaps more than we suspect may be for the benefit of the advertising agency. In the case of one company the research department worked for 6 months in gathering material for an operators' manual. Yet, in spite of the various departments which benefit from such research, the entire operation as a rule is charged to sales when it would seem only fair that the expense should be carefully computed and charged against the benefiting department.

Indeed, a well-thought-through scheme for measuring not only the need but the cost of all sales promotional activities is the first step in budgeting them. It is impossible to lay down any hard and fast rules, such as determining by percentage of sales how much a company should spend for sales promotion, or even what items should be charged to sales promotion. For example. if a new product is to be launched in a highly competitive field, two or three times as much as might normally be considered adequate should be spent for advertising, in order to shorten the time of introduction. However, companies which are enjoying a satisfactory ratio of profits to sales usually appropriate 3 per cent of last year's sales for advertising and sales promotion. This figure might be higher in some instances as, for example, in pharmaceutical specialties; and lower in the case of engineering specialties. A general average might be 2 per cent for consumer and trade advertising; 1 per cent for sales promotion.

A newer trend in planning the sales promotional budget is to take the last year's sales figures, add to it the projected sales for the coming year, and divide by two. The percentage is then applied to this average. Advantage of this method is that if the company expects to sell a good deal more in the new year, the funds based on last year's sales will be inadequate; at the same time, giving equal weight to last year's figures will prevent overoptimism.

Breaking Down the Budget: For purposes of comparison and control it is good practice to break the total budget down by operations according to the nature of the business and the type of advertising and sales promotion employed. Advertising expenses (aside from administrative salaries) are usually broken down as follows:

1. General Advertising
    a. Newspapers
    b. Magazines
    c. Radio—Time
    d. Radio—Talent
    e. Television—Time
    f. Television—Talent
    g. Outdoor (incl. Car Cards)
2. Business and Trade Papers
3. Class Publications
4. Farm Journals
5. Direct Mail
    a. Consumer
    b. Trade
    c. Professional
6. Dealer Helps
7. Displays
8. Free Goods and Allowances
9. Samples
10. Premiums
11. Novelties
12. House Organs
13. Sales Literature
14. Conventions and Exhibits
15. Motion Pictures
16. Price Lists
17. Publicity
18. All Other

In the same way the budget for sales promotion, where a company sells through dealers, usually includes the following items of expense excluding departmental payroll:

1. Research
2. Travel
3. Sales Education
    a. Training Literature
    b. Films and Visuals
    c. Housing and Administration
4. Promotional Literature
5. Dealer Services
6. Sales Tools and Equipment
7. Fairs and Exhibits
8. Educational Material for Schools
9. Sales Contests and Campaigns
10. Dealer and Other Meetings

11. Community Relations
12. Speakers' Bureau
13. Publicity
14. Trade Associations

When business is running along on an even keel, and there are no special circumstances to be taken into consideration, budgets are usually prepared on an annual basis, well ahead of the end of the fiscal year. This is important, since a full-scale promotional activity requires considerable time to get under way. Until the department knows what it is going to have to spend it cannot make hard and fast plans. In a period of rising prices, for example, it is desirable to contract for advertising space and TV and radio time before the first of the year when new rates usually become effective. In the same way it takes several months to prepare the printed matter required to carry through a plan after the expenditure has been authorized.

In changing times, however, and in times of uncertainty it is good sales-strategy to operate on a quarterly budget, rather than an annual appropriation. This permits fitting the budget to the needs of the business.

A sharp drop in sales during the winter might require a stepped-up appropriation for spring and summer promotions. On the other hand, an unexpected shortage of raw materials might make it wise to curtail promotional activities for the next quarter. The need for advance planning makes the quarterly budget impractical in most businesses.

GEARING THE BUDGET TO THE PROGRAM

Before an appropriation for sales promotion can be determined, it is necessary to have an objective and a plan to attain it. This may seem trite, yet there are an amazing number of companies which approach the problem in exactly the opposite way. On the theory that every business needs advertising and sales promotion, just as it needs insurance against fire, the directors allocate a sum of money, usually a percentage of last year's sales, for a sales promotional program to stimulate sales at the point of purchase, or to create new markets, or some similar purpose. The money having been appropriated, it then becomes the job of the sales promotion department or the advertising department, as the case might be, to "hit upon some scheme" for spending the money to good advantage. Usually it is spent to poor advantage. Management is justified in withholding any appropriation for promotion until a well-coordinated plan of action, with

estimates as to results expected and the cost, has been prepared and has the approval of the sales executive.

The Idea Is the Thing: There is a saying in salesmanship that a good salesman doesn't sell life insurance, he sells protection for the widow. Neither does a good shoe clerk sell shoes, he sells foot comfort. In the same way a good sales promotional program or campaign "sells" an idea about the product and its use, rather than the product itself. The most successful effort to increase the sale of electric light bulbs pivoted on the idea that they were bought upon "impulse." Heretofore, lamp manufacturers laid a great deal of sales emphasis on the economy and life of their bulbs. The promotional effort was founded on the idea of making people want better light.

Then one of the companies devised a merchandising plan for light bulbs which was tested out by a large chain-store system. The plan was very simple. Counter and store displays of a reminder type were developed, and store supervisors were "sold" on the idea of putting these displays up where store traffic was heaviest, *disregarding* the fact that light bulbs were usually sold in the electrical goods section. It was found that where this was done, sales increased 70 per cent the first year, and 35 per cent the second year.

The theory was that people seldom go to a store to buy a light bulb. But when passing a lamp display in a store they are reminded of a burned-out bulb at home, will purchase a replacement, and can be easily induced to buy a few extra bulbs for a reserve supply. The merchandising plan of this manufacturer is to get dealers to set up displays of "impulse" merchandise, including light bulbs, at heavy traffic points in the store. The promotional program is built around that central idea.

Generally speaking, there would seem to be little in common between light bulbs and dictating machines. One is sold through dealers, the other is sold direct to the user. One sells for a few cents, the other for two hundred dollars. But just as the sales of light bulbs were increased by promoting a sales idea, so the sales of dictating machines have been increased by promoting a sales idea. Here is how it was done:

Experience of Dictaphone: The principal sales resistance to dictating machines is the opposition of the secretary of the man to whom the machine must be sold. Dictating machine salesmen only waste time talking to either the business executive or his secretary about the mechanical qualities of the product. Yet that

is what some dictating machine salesmen were trying to do, because of the competitive situation in that field.

To meet this situation the Dictaphone Corporation developed a promotional program in which the machine was quite incidental. A sound film entitled "Two Salesmen in Search of an Order" was produced. This picture dramatized the right and wrong ways to sell a dictating machine.

Ostensibly, it was a sales training film; but actually it was a dramatic and convincing demonstration of how the Dictaphone saved time and money for the user, made the secretary more valuable to her employer, and enabled the executive to handle his correspondence with greater ease and dispatch. It was an excellent picture.

Prints of this film were furnished to the principal Dictaphone offices, which were also provided with portable sound projectors for showing the picture. A carefully planned program was prepared, involving the use of direct-mail, magazine advertising, and personal solicitation, to get businessmen to permit the Dictaphone salesman to show this film to the executives of local business organizations. It was explained that the selling principles dramatized in this picture could be applied to selling any product. And they can be.

Hundreds of these exhibitions were given in the offices of prospects, as well as at business shows, meetings of sales managers' clubs, Rotary clubs, etc. Naturally, a great many sales resulted. It was an indirect approach built around an *idea*, rather than around the product.

The Johns-Manville Guild System: Another interesting example of a promotion built around an idea rather than the product is a merchandising plan developed by the Johns-Manville Corporation of New York.

The system was defined by the Johns-Manville company as a "union of the merchandising power of manufacturer, dealer, contractor, architect, realtor, and financing agency into a cooperative selling operation which protects the identity and the prerogatives of each." Its objective was to organize all the sales promotional forces in the building industry behind the retail dealer, and by making him prosperous, promote the prosperity of the entire building industry, including the Johns-Manville Corporation.

The plan provided for undertaking, in several regions, an aggressive training program for dealers' salesmen. Complete sales kits were furnished these salesmen, including estimating books,

Examples of Sales Promotion Budgets

Line of Business (Number of Companies Investigated)	Folders and Broadsides	Catalogs and Booklets	Window and Store Display	Letters and Postage	All Other Forms
Store fixtures (28)	22.2	17.3	3.6	9.8	47.1
Food products (35)	13.9	10.7	16.3	4.1	55.0
Building materials (52)	22.0	14.0	1.0	11.0	52.0
Leather goods (21)	12.8	15.2	11.2	21.2	39.6
Household equipment (83)	28.4	11.1	2.3	18.0	40.2
Machinery manufacturers (45)	18.0	15.0	0.0	13.0	54.0
Jewelry (20)	27.9	40.9	0.7	16.8	13.7
Clothing (75)	13.2	6.8	6.1	39.8	34.1
Office equipment (27)	13.4	18.1	0.6	18.5	49.4
Chemicals (19)	13.5	28.0	1.5	21.0	36.0
Steel supplies (18)	12.5	14.3	0.0	12.5	60.7
Investment houses (27)	16.4	5.3	0.2	24.0	54.1
Scientific instruments (10)	9.0	11.7	0.9	7.8	70.6
Confectioners (10)	16.7	12.8	22.5	1.6	46.4
Automobile accessories (12)	26.6	10.9	1.5	7.9	52.9
Hardware (41)	15.7	30.6	1.1	15.6	37.0
Drug supplies (7)	15.1	5.7	4.7	15.3	59.2
Sporting goods (7)	13.3	14.7	0.8	7.3	63.9
Novelties (14)	15.3	20.9	4.0	19.1	44.3
Associations (11)	27.8	17.8	0.7	21.2	32.5
Textiles (13)	14.3	17.4	0.4	44.6	23.3
Musical instruments (15)	17.6	23.4	0.4	8.2	50.4
Fuel products (13)	7.5	6.8	0.9	25.2	59.6
Miscellaneous (57)	19.5	21.3	2.0	12.4	44.8
Average	17.2	16.2	3.4	16.5	46.7

A detailed breakdown of the sales promotion budgets of 221 selected companies checked by Dartnell editors in preparing this HANDBOOK will be found in the Appendix.

management handbook for sales managers, sales manuals for salesmen, etc. The guild salesmen, under the direction of the dealer, sold the services and products of all guild members to the consumer. This plan was discontinued during the war, and was later taken over as an industry activity.

Marshall Field's Store Promotions: This same principle of building promotions around an idea is also found in the prevailing practice of leading retail establishments. Marshall Field & Company of Chicago, for example, in an effort to "trade up" its customers staged a "quality" exhibition. A special section of the store was used for the purpose. Manufacturers of quality products were invited to cooperate. Merchandise of high quality, suitably tagged and explained, was featured beside similar products made to sell at a price. The greater values offered by the higher-priced products were thus clearly shown and demonstrated to the thousands of customers who saw the exhibition. Promotions of this sort have a decided effect in stepping up the unit of sale, and tend to focus purchases on merchandise most likely to enhance the reputation of the store. The National Retail Merchants Association's Sales Promotion Budget Planning Calendar (suggesting promotions for each month) is useful for this purpose.

FITTING PROMOTION TO MARKETING POLICY

It will be noted in the foregoing experiences that in most cases the program was focused on the *one* main objection encountered in selling the product. So we conclude that the first thing that should be done before spending any large sum of money for promotion, is to determine what this *one* main objection is to the sale of your product.

Most sales executives think they know the principal reason more people do not buy their product. In only a few cases, however, has any systematic effort been made to determine the exact reasons. In a number of cases, our men were told one thing by one executive, and another by some other executive of the same company. Salesmen had one idea; sales managers, another; and the head of the business, still another. These reasons should be more accurately determined.

Another fundamental that must be considered in setting up a marketing budget, of which sales promotion is to be a part, is the markets which you can profit *most* by serving. Then concentrate sales promotional effort on those markets.

Order Analysis as a Basis of Planning: This can be done by an analysis of orders. What group of customers is giving you a type of order that yields a good profit? Are you dissipating too large a portion of your sales promotional effort on a segment of your total market which produces less than 20 per cent of your business? Are you spending too much for promoting sales to customers whose purchases are so small that all the profits are absorbed in service?

Then analyze your orders to see what happens to your product from the time it leaves the source to its final use. Some amazing discoveries have been made when such research has been undertaken. Obstacles which no one suspected as existing have thus been brought to light. Facts so obtained can be used to increase the results from a sales promotional effort.

Still another point to be considered is the extent of the sales promotional effort, with relation to the markets which can most profitably be served. Very often there are markets in which competition is firmly entrenched, where selling costs are excessive, or freight rates unfavorable. These can profitably be passed over in the planning, and the money spent more advantageously in other markets.

Similar studies should be made prior to spending any sizable sum of money for sales promotional effort. The facts required can often be gathered by somebody in the sales department; more often it is advisable to employ the services of a research organization equipped to do this sort of job. Again, the services of your advertising agency may be employed. In any event, make sure that whoever is making the analysis has no axe to grind. Otherwise he might set out to prove a preconceived opinion.

Using Salesmen to Survey Customer Needs: Valuable information may also be obtained for planning sales promotional activities by requiring periodical reports from salesmen. It was observed that some companies feel salesmen should not be asked to do any "paper work" whatever, such as making out reports, for fear it will take time away from selling. Going to the other extreme, some sales managers load salesmen with so much "paper work" they have to devote most of their evenings to that.

Is there a happy medium? In the case of salesmen calling on established trade, a periodical check-up, such as the Westinghouse dealer merchandise survey, is as helpful to the salesman himself as it is to the management. It forces a salesman to sit down and concentrate on each customer for at least 20

minutes once a year. In order to intelligently make out this survey sheet, a salesman must get certain information that will be useful in handling that account. The survey enables him to get that information.

The Coca-Cola Store Survey Plan: This same survey plan, your investigators found, has been successfully used by the Coca-Cola Company in promoting the sale of coolers. Wagon salesmen are furnished with survey forms, asking certain vital information from the dealer. The salesman devotes one call to getting this survey sheet filled out. Then he takes it home and studies it. From it he gets data upon which to base his sales talk. A few days later he goes back and, with the data from the survey sheet, makes the sale. Later these survey sheets provide the home office sales promotional department with useful information for planning promotional and advertising activities.

Use of Mail Questionnaires for Gathering Data: In former years many companies depended largely upon information which could be obtained by mail as a basis of planning a sales promotional program. But this practice is waning. There are two reasons: (1) The unreliability of information obtained through questionnaires, (2) the increasing percentage of customers who go berserk when it comes to taking the time to fill out questionnaires. The multiplicity of questionnaires from governmental agencies seems to have created a hearty dislike for that method. This is particularly true of dealers.

However, many lines of business and many types of buyers will cheerfully fill out questionnaires, if confined to a few intelligent "yes" and "no" questions. We found a number of companies using questionnaires of this type for getting essential information in connection with advertising media; suggestions for improving utility value of dealer-helps, etc. The trend, however, is away from this type of research work.

How U. S. Tire Schedules Promotion by Seasons: One company which arranged its efforts into an organized series of promotions, rather than making them a continuing proposition, was the U. S. Tire Mutual Corporation, dealer-help subsidiary of the United States Tire Company of New York.

This company used *four* distinct promotions during the year. These four promotions were scheduled at one time, and full information about them was released to dealers 2 months prior to the time the first promotion was scheduled to start. These cam-

paigns were sold to the dealer by the promotional subsidiary company; thus any sales promotional contract made by the independent company had nothing to do with the sale of tires or the contracts of the tire company.

It is not too much to say that the success of any program for enlisting dealer support for promotions is dependent on timing. The whole series of promotions should be organized and submitted to distributors and dealers at least 60 days prior to the beginning of the first promotion.

Most of the companies which meet with poor success in getting sales promotions work too close to schedule. Local cooperators *must* be given ample time to make all local arrangements, build mailing lists, and develop acceptance within their own organizations for the necessary expenditure of time and effort.

How to Get Dealers to Set Budgets: The first thing in timing a promotion, as for example in the program of the United States Tire Company, is to get dealers to resolve to get a definite volume of increased business in a certain period. This is called a "loading" or a "bogie" or an "objective." It is best not to use the term "quota" as that smacks of high-pressure methods.

In the build-up for the promotion, supply dealers with data on the probable increase in business for the industry and endeavor to get them to "get their share of the increased business which is going to be available this summer." Send them something so that they can pledge *themselves* to get more business.

Point out to dealers that in order to get this increased volume of business, they must make an increased sales and sales promotional effort. In other words, if the average expenditures for sales promotion among the leaders in your industry is 3 per cent of purchases, then they should increase their sales promotional budget to line up with their sales expectancy for the period.

Get dealers to break that budget down into a series of promotions, allocating a fixed amount for each promotion. The amount should be in relation to the seasonal sales opportunity. For example, the U. S. Tire campaign was based on the following flow of retail tire sales through the year:

First Quarter—January, February, March	19.4%
Second Quarter—April, May, June	31.3%
Third Quarter—July, August, September	29.1%
Fourth Quarter—October, November, December	20.2%

Such figures for national averages will vary greatly, of course, in different sections of the country. But in every line of business there are average figures which can be used in helping the distributor plan his programs. In many cases he is able to supply his own percentages from his own records and experience.

Dealer Advertising Ratios in One Line: As an example of how cost ratios relate to sales, the following table has been compiled from figures supplied by the National Appliance & Radio-TV Dealers Association. While these figures apply for only two particular years in a certain line, they show a pattern of allocation which is generally typical.

COST RATIOS ACCORDING TO SIZE OF DEALER

	All Dealers	Sales Over $500,000	Sales $250,000 to $500,000	Sales $150,000 to $250,000	Sales $75,000 to $150,000	Sales Under $75,000
Net Sales	100.0 100.0	100.0 100.0	100.0 100.0	100.0 100.0	100.0 100.0	100.0 100.0
Gross Margin	32.9 32.0	34.9 32.6	33.0 31.4	31.9 31.4	29.9 31.6	34.6 31.3
Total Operating Costs	30.6 28.8	31.3 29.7	31.3 29.6	31.3 27.0	25.2 28.9	28.7 33.1
Administrative	21.2 20.6	21.3 21.5	22.4 20.8	21.8 18.5	16.5 20.1	19.6 20.4
Managerial Pay	3.4 3.6	3.2 3.7	3.6 2.9	2.4 2.7	3.3 6.5	4.4 5.3
Office Salaries	2.2 2.1	2.2 2.2	2.5 2.1	2.5 2.0	1.3 1.6	1.6 1.1
Salesmen's Pay	5.6 5.7	6.3 6.2	5.9 6.0	4.8 5.2	3.6 3.6	2.5 2.6
Servicing	6.0 5.1	5.7 5.4	6.2 5.5	7.5 4.4	5.1 4.3	4.7 7.5
Vehicle Expense	2.4 2.4	2.4 2.3	2.4 2.4	3.2 3.0	1.7 2.5	4.8 2.3
Other Administrative Cost	1.6 1.7	1.5 1.7	1.8 1.9	1.4 1.2	1.3 1.6	1.6 1.6
Occupancy Expense	2.5 2.5	2.3 1.8	2.6 3.0	2.7 2.6	2.9 3.3	3.3 4.6
Advertising Costs	2.5 2.6	2.6 3.0	2.3 2.6	2.9 2.7	2.4 2.3	2.8 4.1
Bad Debt Losses	0.4 0.2	0.5 0.1	0.3 0.2	0.3 0.2	0.2 0.2	0.2 0.1
All Other Expense	4.0 2.9	4.6 3.1	3.7 3.0	3.6 3.0	3.2 3.0	2.8 3.9
Net Operating Profit	2.3 3.2	3.7 2.9	1.7 1.8	2.6 4.4	4.7 2.6	5.9 −1.7

Rating Dealers and Distributors: A lot of good "heat" goes up the chimney as a result of failure to classify those upon whom the sales promotional money will be spent. It is well known, for example, that most companies get 70 per cent of their business from less than 30 per cent of their customers. It is also a fact, not so well known, that most sales promotional programs do not distinguish between these "bread and butter" customers and those who buy in relatively small amounts and whose value to the business, so far as future growth goes, is negligible. While it is true that the big accounts of today were once small accounts, there is a danger in helping any customer who asks for help of dissipating too large a portion of what is budgeted for sales promotion on fringe accounts.

To gear the promotional effort closely to those customers who give us most of our business, more and more companies are using dealer ratings. By means of questionnaires, filled out by the salesman or the dealer himself, an estimate is reached as to a customer's potential value to the business, his ability to make good use of promotional materials furnished to him, and his standing in the community. An incidental benefit from such a plan is that it establishes, without prejudice, a dealer's rating so no one can say one dealer is being rendered a service which the company is not offering to his competitors. It also helps to resolve the question of status: Does the account measure up to the company's definition of a wholesaler, retailer, or what have you? Most sales executives leave it to the territorial salesman to decide a buyer status. Naturally they are prejudiced in favor of getting an order. When the customer is required to fill out a rating blank for the salesman to mail with the initial order, salesmen are more critical of the nature of the buyer's business.

A good many retailers, who sell a few products locally in a distributor capacity and insist upon having the wholesaler's discount, are forced to admit they are not really wholesalers according to the company's rating plan. It protects the salesman, other legitimate wholesalers, and the company.

Rating forms usually bear down heavily on the ability of the prospective dealer or distributor to cooperate in sales promotions undertaken by the company. For example, one manufacturer rates prospective dealers for its line of farm machinery on such points as those shown on the next page.

1. Approximate wholesale value of machines and parts.
   (last year) (this year) (next year-est.)
2. How much did dealer invest in all kinds of advertising?
   (last year) (this year)
3. How much will the dealer spend on local advertising next year?
   $........ ... . How will he spend it? ....
4. What is dealer's attitude toward modern merchandising?
   ☐ enthusiastic ☐ moderate ☐ negative

With a rating plan in operation, distributors and dealers can be grouped and tabled in such a way that the more expensive dealer helps can be restricted to those groups most likely to use them to best advantage. The bulk of the appropriation is thus concentrated on customers from whom the company gets the bulk of its business and who hold out the most promise of growth. Dealers or customers rated as negative so far as modern merchandising methods go, can be helped less expensively.

Information Needed to Rate Distributors: In order to set up a rating scheme for a distributor organization, factual information is needed, depending upon the nature of the business. One company requires its salesmen to secure this information, either when the account is opened or as soon after as is practicable. Each salesman is furnished a list of questions as a basis for obtaining the information. The questions follow:

DISTRIBUTORS SALES ORGANIZATION

1. Wholesale men. Number employed.
2. Wholesale men having received initial sales training and demonstration instruction.
3. Wholesale salesmen actually proficient in demonstration.
4. Wholesale men with a fundamental knowledge of service and repairs.
5. Wholesale men able to instruct and train retail dealers.
6. Wholesale men using training films, how-to-sell book, and other material with dealers.

DISTRIBUTORS SERVICE ORGANIZATION

1. Service manager and servicemen instructed in service and repair. ....
2. Service and repair setup completed. ....
3. Repair parts stock purchased. ....
4. Supplies stock purchased. ....
5. Parts and supplies merchandising program undertaken. ....
6. Guarantee procedure understood. ....

DISTRIBUTORS ADMINISTRATION OF 50-50 AD FUND

1. Assignment of responsibility made. ____
2. Explanation of fund use understood. ____
3. Restrictions on chargeable material understood. ____
4. Dealer program scheduled. ____

DISTRIBUTORS DEALER ORGANIZATION

1. Dealers franchised.
2. Dealers receiving one or more machines monthly. ____
3. Dealers sold and using:
   a. Background display. ____
   b. Neon sign. ____
   c. Parts display case. ____
   d. Parts and supplies deal.
   e. Wall banner. ____
   f. Window decal. ____
   g. Window trim.
   h. Full line folders.
   i. Yarn crafters. ____
4. Dealers given demonstration and sales training. ____
5. Dealers given service instruction. ____
6. Dealers supplied with presentation catalog
7. Dealers supplied with how-to-sell book
8. Dealers who have seen film "Sewing Machine, Domestic & You."
9. Dealers who have seen film "It's Big Business." ____
10. Dealers receiving "Domestic Affairs."

DISTRIBUTORS MONTHLY REPORTS

1. Assignment of responsibility made. ____
2. Reports completed.

What are this Distributor's recommendations and suggestions?

If it is not deemed practical to use salesmen to secure this type of information, the use of special men may be considered. Some companies have used undergraduates from colleges specializing in marketing to obtain rating information during summer vacations. But care must be used to make sure it is accurate. This requires supervision and some spot checking.

Information Needed to Rate Dealers: The procedure in getting the information necessary to rate dealers for sales promotional purposes, when the product is sold directly to dealers, is similar to the procedure used in rating wholesalers. In the case of the new dealer, the information required is used by both the sales promotional department to establish a rating, and by the credit department to establish the line of credit.

CONFIDENTIAL
DEALER POINT SURVEY REPORT

BASIC DATA Date 19

Town County State

Population (town) Population (trading area)

Nearest large city Distance Mi Transportation

Municipal water supply Water pressure

No Electric Meters Gas Meter Water Meters

Does surrounding country have utility power?

What chains have stores in town?

How many washer dealers? Make

Estimate total potential market for laundry equip next 12 months

Automatics Agitators Ironers

SPECIFIC DATA

Dealer's Firm Name Address

Type of Business

Years in business Years selling laundry equip

Did dealer previously sell the Speed Queen line? When

Brands Now Selling

Automatic washers Non Automatic

Refrigerators Freezers Ironers

Electric Ranges Gas Ranges

Water Heaters Electric Gas

Radios Cleaners

Other major appliances

Character of location Parking facilities

Character of property size age appearance

Store layout (good or poor) Space for S Q line (approx) sq ft

Does dealer have complete service dept? Val washer parts inv $

If no service Dept now will he set up S Q service?

Any outside business interests?

Is dealer of aggressive type?

How does he stand in community?

FINANCIAL DATA

D-B Rating Credit Limit Terms

Bank Reference

Credit Reference

Credit Reference

App Value Inventory as of 19 $

Facilities for financing sales

Does dealer own or rent store?

Does he plan any store expansion?

FORM 878

To effectively cooperate with dealers and distributors, it is important that the sales promotion department, as well as the credit department, have a complete picture of each account. The above form is typical of many used for this purpose. It is filled out either by the salesman or by a sales promotion fieldman and used for rating the dealer. On the basis of these ratings both salesman's time and sales promotion are allocated

SALES DATA:

Previous volume— Washers Ironers

19

19

19

Sales Methods Employed

Home Demonstration? St re Demonstration?

Canvassing Oth r

Hot and cold wat r for demonstration of S Q Auto atic

No sales people inside outside

Method of remuneration

Territory covered regularly

Type of Advertising Direct mail Local paper

Point of sal Displays B ll board

Local Theatre Trailers I I Solicitation

Facilities for servicing major appliances

Facilities for handling trade ins

Will this dealer s ll the Speed Queen line exclusively

What quantities will he order? Washers Wringer Automatic Ironers

How to ship From which S Q w r house

Does dealer have adequate warehou e space

Additional information

CONFIDENTIAL DEALER RATING

NOTE Obviously all dealers can not be al ke and some w ll rate h gher than others on certa n qualif cat ons The ac company ng chart pr vides a qu ck fa means of evaluat ng a dealer n laundry equ pment and you w ll not ce that some qual f cat ns a e c ns d ered of greater impor tance than others In us ng this chart abo e all BE FAIR and be thorough You will find this method of rating very helpful in screening your dealer franchises

	Fa[illegible]		[illegible]		Ex[illegible]	Rating
Standing in Community	4	[illegible] 1	1	13	14 1 16	
Management Ability	1	3 4	[illegible]	7	[illegible] 9 10	
F[illegible] Standing		[illegible]	1 1	11	14 1 1[illegible]	
Character [illegible] Location		1	3 4	5	6 7 [illegible]	
Size and Att[illegible] [illegible] St[illegible]				3	4 5 6	
Di[illegible] and Demonstrating Facilities		4	[illegible]	7	8 9 10	
Knowledge [illegible] Specialty S[illegible]		3			[illegible]	
Sales Aggressiveness		1	3 4	5	8	
Promotional Effort		1	3 4	5	6 8	
Service Facilities		1	3 4	5	6 8	
					Total	

[illegible] Inferior [illegible] Average [illegible] Superior

Survey made by

Reviewed and Approved by

Date 19

Division Manager

Original Office copy

Reverse side of the form shown on page 86, used by a manufacturer company to rate dealers for sales promotional purposes. The summary provides the sales executive with a quick method of evaluating the account, and determining its potential worth to the business. It is of particular value when selective sales methods are used to market the product. It permits accurate screening of dealer franchises.

How One Manufacturer Sets Distributor Quotas: Another popular method of setting the "loadings" for distributors and distributors' salesmen is to chart each sales territory, and furnish distributors with "exposure" charts to point up their sales effort. These charts, which are 17 by 22 inches in size according to an explanatory letter of transmittal, give the following sales information about a territory:

1. State.
2. County.
3. City. (All cities of 1,000 population or over are listed.) Let me point out here that we show in the "city" column, the *number* of radio dealers for whom we received radio franchises last season. This is a guide for your performance this year.
4. Population.
5. Radio Quotas. (Dealer Quotas, and Sales Quotas by units for each county.)
6. Salesman. (Each salesman's territory is to be numbered.)
7. Number of Refrigerator Dealers Franchised. (Your Radio Dealer Prospects.) On your chart we have typed the names of those dealers for whom we have received refrigerator franchises.
8. Other Radio Dealer Prospects.
9. Radio Dealers Franchised.

It is evident, therefore, that the foregoing analysis affords:

1. An instant analysis of your complete territory as to the cities and towns where you should secure radio dealers.
2. Your Radio Sales Quotas by units for each county.
3. By cities, the number of radio dealers franchised last year.
4. The names listed by cities of all the refrigerator dealers franchised this season—an extremely important factor, *as every one of your present refrigerator dealers is a potential Stewart-Warner Radio Dealer Prospect this coming year.*

The charts are sufficiently large to provide a distributor with a complete master record upon which he can make notations as salesmen report on each call. The charts are bound in a large hard-cover binder, so that they will not be folded up and misplaced. They are always ready for use. Distributors are also furnished with blank 8½- by 11-inch forms which they are instructed to fill out and hand to each salesman. From these salesman's sheets the master "Exposure" chart is posted. These individual salesman's sheets list the towns which the salesman covers; give the population of each town and the radio sales quota for each town; list the names of the present refrigeration dealers and the names of the prospective radio dealers; and carry a space where the salesman notes the disposition to be made

of each name—that is, whether the prospect was sold, not sold, deferred, etc. The sheet also shows the name and number of salesman's territory, as posted on the "Exposure" chart at the office, and his quota or task for the current year.

It has been found by the manufacturer using this particular device that the chart, together with the salesman's quota forms, affords a distributor definite sales control of each territory; and for the same reason, provides the manufacturer with the control he needs to establish a reasonable factory quota.

How Much Should the Customer Pay? We find there are three schools of thought on this question. One group, the most numerous, believes that the dealer should pay half the cost of a sales promotional campaign. Another group, not so numerous, believes the manufacturer should pay all and add it to the selling price. The third group, the minority, believes the dealer should pay all. There are even some in this group who expect to make enough on advertising helps sold to dealers and customers to cover the entire production cost of the units.

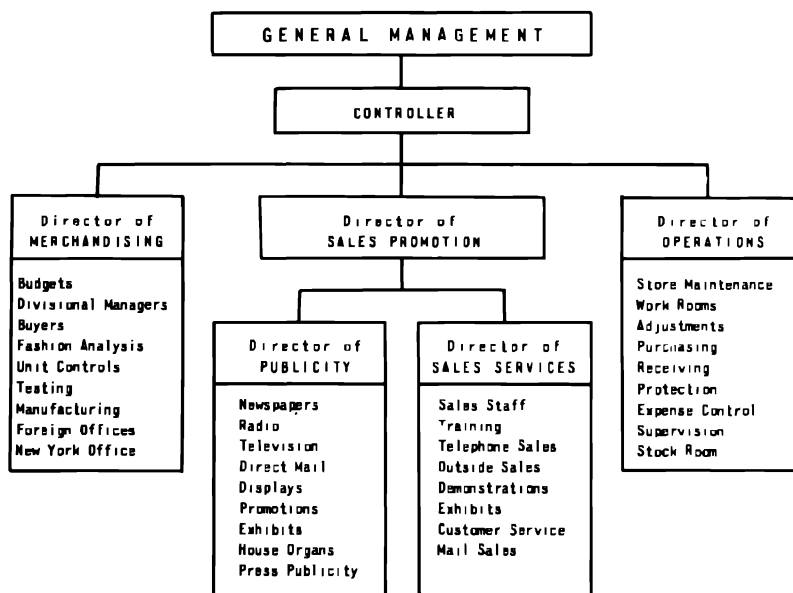
The trend varies a great deal from decade to decade. At one time, manufacturers are willing to pay a substantial share of the promotional costs and to exercise a large degree of control over the use of it. At other times, dealers are expected to stand for at least half of the costs of promotion efforts. However, some of the most successful operations have been those in which it has been consistently held that store promotion is a primary responsibility of the manufacturer, the cost of which comes out of increased sales volume, and consequently greater profits. Dealer turnover is also reduced, these manufacturers claim, through such services.

When the Dealer Pays All: It seems to be only the exceptional companies which make the dealer pay all, although a large number of companies have tried to do so. The local dealer and even the local distributor are seldom good promotion people. Except in rare cases, they do not know what's good for their own interests. For that reason, it would seem that many of the companies now trying to push this work onto distributors are making a mistake if they want to get maximum results from the big expenditures that they are making in national advertising.

An increasing number of companies have set up subsidiaries for the express purpose of helping distributors or dealers to promote the sale of their products, in the nature of a cooperative venture. The cost of operating the division or the company is

prorated among the participating customers. There is much to be said in favor of this plan, especially if a company is operating in a price market, where increased service would have to be reflected in higher prices to the customer.

CONTROLLING EXPENSE AGAINST BUDGET

A budget is only as good as the way it is used. This is especially true of sales promotional budgets because of the pressure from within the organization and outside of it to undertake some "special" promotional project which is "bound to produce a sales increase." There is only one way to operate a budget and that is to stick to it. But, by the same token, before the budget is drawn and approved, great care should be taken to make sure the activities it covers are important to the long-range marketing program of the company, and that the first things have been put first. Too often it has been discovered too late that some

When the control of sales promotional expenses is essential to a marketing operation, some check of expenditures against the budget is necessary. A growing number of companies clear all sales expense through a controller who functions as an assistant to the sales officer. This is a chart of a retail store operation.

activities were put in the budget out of habit, or because some highly placed executive thought they ought to be done. Another bad habit in budgeting is to draw it up on the basis of what was spent last year. If budgeting has a weakness, it is the pressure exerted on those whose spending it controls, to come out at the end of the year with the appropriation 100 per cent spent. They, perhaps with good reason, seem to fear unless they spend all the money that was allotted to them, they will be penalized next year.

Budget controls are therefore not only necessary, but they should be set up so that there will not be too much of a gap between the time the money is spent and when it is charged to a running total on the budget. This is especially important in multiple sales division operations. In that connection, a management engineer called in to evaluate one company's methods of controlling budget expenditures made the following report:

Studies of your advertising expense disclosed such a variation in costs for the same groups of products under similar conditions, that these recommendations are made:

1. A flexible standard unit cost is proposed for each product group by sales divisions. A spread in the allowable cost permits the less developed areas to spend more in proportion, realizing that a somewhat different advertising job is required.

2. The advertising budget should be balanced by product groups within sales areas as well as by total.

3. The expense for advertising, set up in the price of each product, should be no greater than the expense needed properly to advertise that product.

4. Advertising expense by product groups should be distributed to the sales areas in proportion to probable advertising income on the tonnage expected.

Each product group seemed to have its own distinct pattern. Naturally the pattern for some products was much larger than for others. Limited demands or markets naturally limit the amount which one can afford to spend in advertising. Plans should be made to test advertising at the point of sale. In the meantime the flexible cost standards by product groups provide a valuable profit control.

Monthly Checkups: One corporation makes it a practice to have its financial analysts interview department heads about the middle of each month to determine whether budgets will be exceeded for the current period. While "budget vs. expense" remains the controlling factor, forecasting results before the end of the month serves three purposes: It emphasizes the overexpenditure to the sales promotion manager; it alerts the financial department so that it may defer optional expenses for that

month; and provides, in advance, explanations for top management when monthly budgets are exceeded.

Expense Control Records: To operate the budget it is customary to have a hard-hitting control system. Depending upon how the budget is set up, records are maintained which will give the *essential* control information and no more. There is a tremendous loss of profits by businesses which go on year after year compiling sales information which is never used, or else not used frequently enough to warrant the expense of preparing it. When the expenses are "spread" against distributors or dealers, one of the simplest systems is to keep a "control" folder for each account. The folder, in addition to providing information of value in servicing the account, shows what the company can afford to spend in a calendar year to promote that dealer's sales. This service (in code) is shown on the front of the folder, and as expenses, direct or indirect, are incurred, the charges are posted and the remainder available is shown. This type of record is especially valuable where the sales agent type of distributor is used, or in the case of branch offices where the branch manager shares in the net profit of his branch operation. Red clip-on signals are used when an agent or distributor has spent his advertising allotment.

Job Control Envelopes: Another leaky faucet in sales promotional operations is the excessive cost of corrections on printed jobs, spending too much for unimportant display pieces, etc. It is advisable to run a control on every job of this kind. Most companies use cards. But there is much to be said in favor of using 8½- by 11-inch Manila envelopes for this purpose, filed in a regular desk side cabinet by number, with card index cross-reference. On the face of the envelope full information appears concerning the quantities printed, the way the materials were used, the cost, source of supply, and a summary of the returns.

The advantage of the large envelope is that it enables a sales promotion man to place in it samples of the letters, enclosures, etc., as well as carbon copies of letters of instruction and other information concerning that particular piece of promotion.

Record sheets, showing the day-by-day returns on the mailing, if such records are required, may be kept in the sales promotion manager's desk until the returns from the mailing are completed. After that they may be transferred to the large envelope.

Customer Records on McBee Cards: Where promotional campaigns must be broken down so that a different effort is used

for a different group of prospects or customers, there are advantages in keeping these records on McBee cards. This is a regular card index record on which any desired information may be written, but notches are punched around the edge of the card according to the way it is to be selected. To select one or more classifications for addressing or following up, the selecting device is set for those classifications and the cards automatically picked out. These advantages can also be obtained by the use of the Findex system, which is somewhat similar in principle, except that the cards are larger and not quite so convenient.

Customer Records on Addressing Stencils: Where the need for recording information on cards is limited, control may be obtained by the use of signaling and tabbing devices on either Addressograph plates or Elliott stencils. The same plates or stencils, of course, are used for the addressing.

The majority of companies checked used the Addressograph system, with the new type of address plate which has a pivot tab that can be quickly put in position for selecting any required names. These tabs pivot, and as a sales promotion manager goes through the list, he can push over the tabs with his pencil on all plates to be addressed. This device is very valuable in promotional work.

The compactness of the Elliott system makes it popular with many sales promotional departments. This system uses a fiber stencil which can be cut on any typewriter. Selections can be made in a number of groups at one setting of the selector. For example, you can select names for ratings, line of business, and position of individual at one time. Large record cards may be used with this system which also carry the addressing stencil.

Visible Control Through Card Records: While there are a few concerns which still depend upon the old map-and-tack systems and washable maps for controlling sales promotional effort, the most common practice is the use of visible card records, with signal tabs along the lower edge of the card.

One company which depends upon the cooperation of its salesmen in getting distribution for promotional literature and store material, uses envelopes instead of cards for this record. The envelopes are arranged in steps just as the cards would be, but they are open at the right end so that the reports from the salesmen, sales slips, and other documents can be slipped into the envelope to provide a complete working control.

Typical Operating Budgets for Retail Businesses

Sources of Information: Harvard University Bureau of Business Research; Florists' Telegraph Delivery Association; Retail Druggists Association of Greater St. Louis; National Retail Hardware Association; United States Department of Commerce, Druggists' Research Bureau; *Food Merchandising*, and *The Progressive Grocer*.

Items of Expense	Auto Tires and Accessories	Drug Stores						Electrical	Florist	Grocery Stores (Independent)			
		Eastern	Central	North Central	Western	Southern	Middlewest Group			Service	Cash	Complete Food Market	General Store
Total Salaries	15 2	19 5	17 8	15 8	17 6	16 4	18 9	12 71	18 0	7 2	6 8	9 8	8 3
Direct and General Selling ¶		10 0	10 1	7 1	11 1		11 2	8 48				7 9	
Buying, Management, etc ¶		9 5	7 7	8 7	6 5		7 7	4 23				1 9	
Rent	2 5	4 0	3 8	3 4	3 8	3 1	5 1	1 51	4 0	1 33	1 0	1 0	1 2
Advertising	1 1	0 6	0 8	1 0	1 1	0 3	1 1	1 01	5 0	0 50	0 8	0 7	0 4
Wrappings and Supplies	0 4							0 41		0 34	0 6	0 6	0 3
Delivery	0 9	0 1						0 88	3 0	1 64		1 8	0 5
Heat, Light, Power, Water	0 9	1 1	1 0	1 2	1 0	0 8	1 5	0 34		0 41	0 3	0 6	0 6
Insurance	0 5	0 2	0 5	0 5	0 4	1 4	0 6	0 62	1 0	0 41	0 3	0 5	1 0
Taxes	0 3	0 2	0 4	0 7	0 9	†	0 4	0 43		†	†	†	†
Telephone and Telegraph	0 3							0 43		0 06		0 2	0 1
Repairs	0 4	0 2	0 2		0 3		0 1	0 68		0 48	0 5	0 8	0 6
Depreciation (Total)	1 0	1 4	1 2	0 6	0 7	0 4	1 4	0 65		‡	‡	‡	‡
Interest	1 3				0 4			0 56		0 16		0 1	0 3
Donations										0 12		0 1	0 1
Losses from Bad Debts	0 8				0 3	0 4		0 72	1 0	0 62		0 5	0 6
Unclassified	1 2	0 5	1 4	2 3	2 6	5 4	2 0	2 10	6 0	0 51	0 4	0 5	0 6
TOTAL EXPENSE	26 8	27 8	27 1	25 5	29 1	28 2	31 1	23 05	38 0	13 8	10 7	17 2	14 6
MARGIN	28 8	36 0	32 0	32 9	35 2	35 1	32 3		45 6	17 8	14 7	20 6	17 8
NET PROFIT	2 0	8 2	4 9	7 4	6 1	6 9	1 2		7 6	4 0	4 0	3 4	3 2
Stock-turn (times a year)	5 7	2 6	3 6	2 2	2 8	3 3	3 1			11 5	13 0	18 5	4 5

¶—The sum of these equals total salarie

†—Taxes included with Insurance.

‡—Depreciation included with repairs.

Chapter 5

SALES PROMOTIONAL CAMPAIGNS

INTENSIVE drives to attain some specific objective in marketing date back to Elizabethan times when Guild members, wishing to move off a heavy inventory and improve their cash position, pooled their wits and resources in an all-out effort to get people to buy their handicrafts. In modern marketing the same methods, on a larger scale perhaps, are used to get quick acceptance for a new product, step up the sale of the more profitable items in a line, sell assortments of products, open up new accounts, and other purposes. In fact, when conditions arise which make it difficult for salesmen to sell merchandise as such, some alert companies have been able to develop a promotional "package" which buyers bought readily. They bought a plan to increase their sales, and not just more merchandise.

Cessna's Campaign: The Cessna Aircraft Company was confronted with a sales problem which developed when pilots stopped buying their own planes. Industry advertising had been based on "the thrill of the wild blue," and the joys of vacationing in one's own plane. Finally, Cessna developed a strategy that gave strong business reasons to justify the emotional desire for the excitement and pleasure of piloting a plane.

As told by Gifford M. Booth, director of advertising and sales promotion:

"It became apparent that the number of people learning to fly would have to be increased, and the base of general aviation broadened, if there were to be opportunities for continued growth in our business. To increase the number of people learning to fly became a Cessna marketing objective, and we embarked on a world-wide 'Learn to Fly' campaign. We knew some of the motivations favoring 'Learn to Fly'—the fun and thrill of flying, the excitement, the fun of going places, the business advantages and time saved. We were aware of the ob-

jections—the cost of learning to fly, the cost of buying a plane, and the fear of flying.

"In our search for the strongest sales appeal we conducted some audience research with the help of Time Magazine and found that 'fun' was 'very important' to 90 per cent of the new pilots. No matter how we asked the question, we got the same answer. It became clear to us the distinctive difference—the strongest sales appeal, the real motivation for learning to fly is fun!

"With this information we produced a full-page ad which appeared in Life—'If You've Never Flown an Airplane, $5 will Buy the FUN of your First Flying Lesson!' We put the prospect on the left side, the pilot's side, with a qualified instructor at his right, and let him climb, glide and turn the Cessna 150 in a 15- to 20-minute 'trial flight' to give him or her an idea of what learning to fly is like, and they can decide whether to go ahead on a solo course or a full private-pilot's license course.

"Another ad followed—'If You've Never Flown an Airplane —COME AND ENJOY A $5 LOOK AT A NEW WORLD. The view is the Lake of the Ozarks, but it's typical of the scene that could be yours any place in the world. The offer is available in Britain, Australia, South Africa, in the Caribbean and in Latin America!'

"How are we doing with the campaign? We selected 50 Cessna dealers from whom we get specific information twice each month in a telephone survey. From this we can project an estimate of the business our dealers are now doing in the field of flight instruction and the acquisition of new students.

"From this playback, we know the campaign has generated several millions of dollars of new business that our dealerships have not had before—business that we would not have had without this series of ads aimed at bringing new people into aviation."

While the ads were running, Cessna sent letters to 30,000 pilots and organized a nationwide gift certificate program offering flying courses ranging from $5 to $650. Again quoting Mr. Booth:

"In 1952 Cessna sold 4 million dollars' worth of private airplanes. In 1953 it was 7 million. But in 1964 it was 71 million and in 1965 it was 93 million.

"Since 1956, Cessna has enjoyed nearly half of the total industry sales. All of our ads this year carry the line—'More people fly Cessnas than any other make!' "

Constructive Campaigning: A constructive use of sales campaigning is found in the practice of companies selling a long line of products through wholesale distributors. The salesmen of these distributors sometimes sell several thousand different items. They don't know too much about any of them. They content themselves with dashing into a town, barging into the customer's store or place of business and asking: "What ya got on the hook for me this morning, Jim?" Jim says he has been too busy to put anything on the hook, but he thinks he needs "a few cases of White Laundry Soap." The salesman hastily writes up an order for two cases of White Laundry Soap and rushes on to the next town.

Now this particular company issued a weekly price list for the guidance of its selling organization. So to encourage its several thousand salesmen to be more than order takers, it used the front and back covers of each weekly price list to announce a competitive selling activity on behalf of *one* product in its line. Over the year that meant 52 specialized drives for 52 different products—products which had good repeat qualities and which called for creative selling. To rate in the competition the salesman had to at least try to get, in addition to what the dealer had on "the hook," an order for the week's "special." In order to do that each salesman had to acquaint himself with the sales points of those products, so that over the year he learned a lot about 52 of the company's products which he either never knew or had forgotten. But most important, it taught the salesmen that it was not hard to get larger orders if you *asked* for larger orders.

Another constructive use for sales promotional campaigns is to get more orders for auxiliary products. Coca-Cola, for example, depends a great deal on coolers to increase sales. The more storekeepers that install coolers, the more Coca-Cola will be sold, not only by that particular store, but by the territorial bottler and the Coca-Cola company which makes the syrup. So it has long been the practice of this astute merchandiser to put on a cooler campaign at the beginning of the peak season. Driver-salesmen are encouraged to get as many of their customers as possible to buy coolers and give them preferred positions in their stores. Since selling coolers is work over and beyond the driver's job of selling Coca-Cola, points good for merchandise prizes are usually awarded to those drivers who do a good cooler-selling job.

To make it as easy and simple as possible for the driver to "fit" the cooler into what is usually an overcrowded store, Coca-Cola furnishes salesmen with paper patterns which the driver

can lay on the floor where he thinks the cooler should go, and the storekeeper can "visualize" how little room will be required. On the paper pattern is printed the many reasons why it pays a store owner to install a red Coca-Cola cooler. It would be hard to estimate how many thousands of cases of "Coke" have been sold as a result of these cooler promotions.

Kitchen-Kraft's Plan-a-Kitchen Kit: The most effective campaigns are those which render a definite service to the public, and are therefore in the nature of a public service. Too often the theme of a campaign is obviously selfish, and while it may seem successful it does not follow that it might not have been even more successful if service to the customer had been placed before service to the seller. Typical of this type of service campaign is one that was conducted for steel kitchen equipment.

To meet the intense competition which developed in this field with increased home construction, the manufacturer switched its promotional emphasis from selling steel cabinets to helping home owners modernize their kitchens. While the idea was not new, the company introduced variations in the promotion which gave it widespread acceptance, such as a pad of ruled planning sheets, plastic rulers for using the sheets, and a draftsman's triangular scale and pencil. The use of these tools in kitchen planning was explained and shown in action by means of a Kitchen Planning Kit made available through dealers. The kit was advertised in national publications, and Kitchen-Kraft dealers who wished to tie in with the national advertising were given promotional materials to help them turn the interest into sales.

A New Look at Paper: In describing the planning and implementation of a recent company campaign, Douglas A. Brown, marketing services, Champion Papers, Inc., reports:

"As recently as two years ago, almost all paper advertising and promotion looked the same. It reflected the stability and product integrity of well-established, old-line paper manufacturers, but did little to instill a feeling of progress. At that time, Champion Papers had just undergone a major corporate reorganization, and along with it came changes of direction in sales, marketing, and advertising.

"In developing and implementing an entirely new advertising and promotional program, our company established three objectives that might be considered somewhat unrealistic: The first, to be different from other companies; secondly, to establish new attitudes toward paper. The first two objectives support

the third, which is to generate new interest, or more specifically, a new realization of the importance of paper as a singular creative element.

"We try to convey the idea that paper is equally as important an element in the preparation of printing material as art, design, typography, etc., and that paper, used effecctively, can enhance any printed piece.

"With these thoughts in mind, an entirely new concept for Champion Papers' advertising and promotion was evolved; its theme, 'Imagination.' Imagination in the use of paper. It is reflected in our internal efforts to establish a positive and progressive corporate identity for the company. It is evident in our over-all marketing program.

"In every instance we attempt to prove the power of paper when used with imagination and creativity. And, hopefully, in every instance we attempt to maintain design integrity, but at the same time implement functional applications of paper.

"Our advertising agency, Needham, Harper & Steers, is allowed complete creative license in establishing initial copy and art direction. The only necessary limitations are dictated by practical applications. This necessitates a close working relationship between our advertising people and the agency to produce the best possible end result.

"Champion Papers' products are shaped into selling tools designed to make our merchants' selling job easier. They are designed with the hope of providing a source of creative ideas for our customers, and at the same time stimulate our customers in conceiving their own ideas.

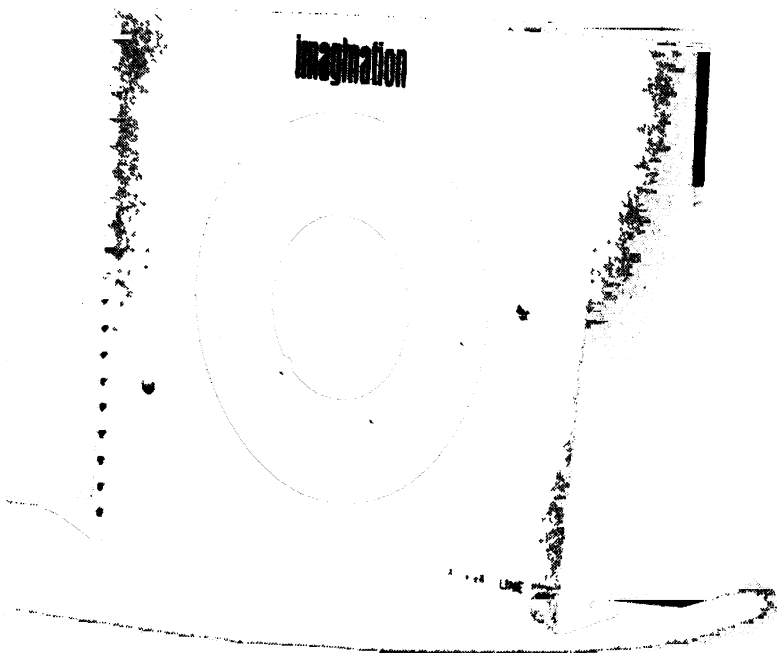
"Of course, we direct our advertising and promotional material to people in the graphic arts field; in other words, the specifiers of paper. One of our ads appeared in such magazines as 'Time,' 'Fortune,' 'Business Week,' and 'The New Yorker.' It attempted to establish a concept, to convey what can be done with paper through the theme line, 'consider the power of paper used with imagination.' All of the ads in this series are built around this phrase.

"These advertisements take our message to our customers and potential customers through the mass media. But, we must also contact our printers and creative people directly, and one way we do this is through one of our publications, the 'Printing Salesman's Herald,' written by printers for printers, and designed by leading artists. The 'Herald' outlines new ways for the printing salesman to sell, and provides other useful infor-

mation to the trade. The publication also contains examples of fine printing and reproduction techniques on our papers.

" 'The Merchant Salesman' is a publication used to carry developments pertaining to the imagination program and news of important activities within the company to our merchants.

"For the artist, we have the popular and functional Carnival Combinations Kit, a compact set of indexed booklets that opens a new world of colored inks and colored papers. Each of the booklets demonstrates the various effects of different halftone treatments with any given combination of colored inks and Carnival colored papers.

"The basic and most important element of our program, however, is a series of promotional booklets appropriately titled 'Imagination.' The graphics are created exclusively for use by

This brochure by Champion Papers was part of "Imagination" campaign to establish a realization of the importance of paper as a creative element in graphic arts design.

Champion Papers. The pages are created by individual artists and designers of note throughout the nation . . . providing creative ideas in the use of paper."

Joint Responsibility Campaigns: There is a growing tendency to look upon distribution as a joint responsibility of the manufacturer and the wholesale distributor. Moreover, there is a corresponding tendency on the part of the wholesaler to go along with that thinking. As a result most promotions are now set up so that the wholesaler feels he is definitely in the picture, and consequently receptive to standing a share of the cost. There is, however, a considerable difference of opinion among wholesalers as to what the manufacturer can do to help them in a sales promotional way. One group of distributors, the National Supply and Machinery Distributors Association, sent a questionnaire to their members on this point. The summary of returns, as presented to a convention of the association, follows:

a. CATALOGS AND BULLETINS

Summary of principal comments with frequency:

Eliminate multicolored high-pressure advertising and issue good literature that tells the story simply, plainly, and shows prices—15.

Manufacturers cooperating with more catalogs, bulletins, imprinted material—11.

Of good help, be sure they are clear—8.

Condensed information—7.

Envelope stuffers, etc., light but effective—3.

Keep up to date—2.

Other composite excerpts from comments in order of frequency:

Distributor's name imprinted on front cover.

Clear catalog pictures of the items, distinct specifications, list of typical installations.

Sales features of article should be incorporated in any printed matter, price books, bulletins to be mailed or larger bulletins to be left with the interested customers.

More, especially by the valve manufacturers.

Great difficulty getting complete catalogs from suppliers.

Ample application illustrations.

8½- by 10⅝-inch catalog sheets covering line in brief.

b. PRODUCT DISPLAY MATERIAL

Summary of principal comments with frequency:

Occasional floor or counter—8.

Good store and window—4.

Not important—5.

b. Product Display Material (Cont.)

Manufacturers cooperating—3.

Appealing and limited in size—2.

Other composite excerpts from comments in order of frequency:

New items only.

Cutaway samples, salesmen's samples.

Something new every 3 months.

c. Direct Mail

Summary of principal comments with frequency:

Of good help—12.

Should tie-up with distributor—10.

Should be colorful and carry name of distributor on front—6.

Distributor would rather handle—4.

Do not use direct mail—3.

Mention distributor in manufacturers' direct mail—3.

Important if sent to proper persons—2.

Other composite excerpts from comments in order of frequency:

Manufacturer cooperating and furnishing upon request.

Small doses only, if at all.

Not too often, and only to a selected list.

We issue bulletins with lists attached each week.

O.K. if name is used as the consumer source of supply.

Distributors' own mailing lists, own letterheads, return cards addressed to them.

The manufacturer should be furnished with accurate mailing lists.

Only when you have a message of special importance.

More of it.

d. Publication Advertising

Summary of principal comments with frequency:

Of good help—11.

Direct to industrial distributor—7.

Stressing the distributor—7.

Proper trade publications—6.

Nationally—4.

Other composite excerpts from comments in order of frequency:

Eliminate some magazine advertising, a lot of inferior literature, and put some money into good men who can go to a customer with good sound story of product.

Don't flood distributors with too many advertising reprints.

Show list of distributors when advertising in trade journals.

Not advertising experts.

In right channels.

Adequate.

Take advantage of trade-mark and trade name listings available in classified sections of telephone directories.

With a slogan "Buy it through your distributor."

e. Shipping Practices

Summary of principal comments with frequency:

Shipping promises; advise of any delays—11.

Satisfactory—7.

Use packing lists showing contents and number—5.

Prompt mailing of invoices and shipping documents—3.

Size of article packed so they can be reshipped in original containers—3.

Material properly packed and follow distributor's routing—2.

Other composite excerpts from comments in order of frequency:

Ship products properly and so packed that our clerks can handle the goods, identify the merchandise, and put it away without calling a board of director's meeting.

Not too much weight in one package.

Group shipments to eliminate duplicating freight charges.

Simplify packages and papers as much as possible.

Allowance of freight charge—100 lbs. and over.

f. Price Lists

Summary of principal comments with frequency:

As simple as possible, yet with adequate information so you will not refer to 10 pages and 2 indexes to arrive at prices—9.

Make understandable—7.

Standardize and cut out 50 per cent of sizes—5.

Should be separate from descriptive sheets used in distributors', salesmen's catalogs—4.

Price lists with discounts preferred to net setup—2.

Other composite excerpts from comments in order of frequency:

Net resale price schedules.

Prices to user, distributor discounts left off.

Only as requested.

Better arrangements by valve manufacturers.

Difficult to get price lists from some suppliers.

Always 8½- by 11-inch size (or 8½ by 10⅝ inches).

Prefer showing only consumer prices. Dealers' and jobbers' discount from lists to be on separate list.

Customers' price list should be furnished with distributors' price list.

When sending price changes, kindly specify changes to assist rechecking for changes.

Manufacturer to index lists numerically by catalog numbers.

In addition to price of complete unit, show prices on replacement parts.

SUMMARY SHOWING ORDER OF IMPORTANCE OF ITEMS:

a. Catalogs—66.
d. Advertising—52.
f. Price Lists—51.
c. Direct Mail—48.
b. Product Display—45.
e. Shipping Practice—34.

Programmed Merchandising: When a Sealy Mattress Company salesman calls on a retailer he doesn't just sell him mattresses. He sells him "programmed merchandising."

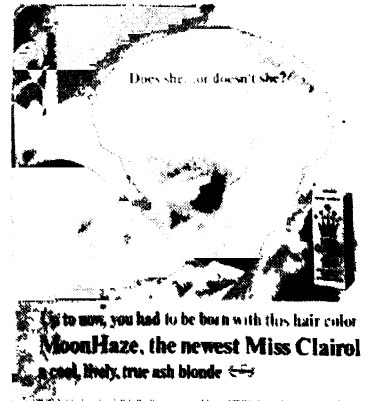
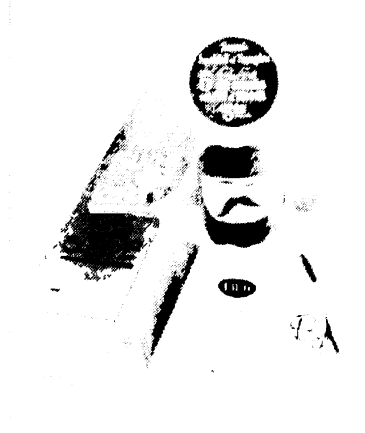
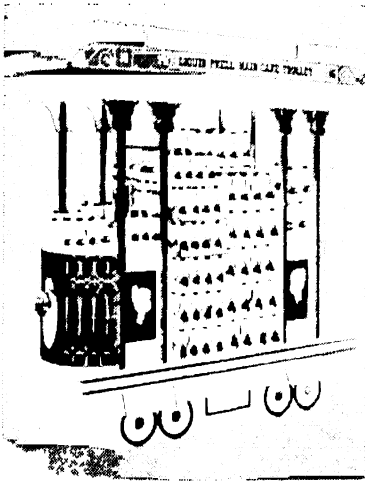
Freely translated, this means that, along with a mattress order, the salesman is likely to sell:

A newspaper advertising campaign
A direct-mail program
A window display

This programmed merchandising changed Sealy from a "manufacturing-oriented" to a "marketing-oriented" company. The change in sales promotion emphasis, together with a new advertising approach, produced results. In four years, Sealy sales volume soared nearly 34 per cent vs. an industry gain of less than 10 per cent.

Sealy's programmed merchandising operates on a continuous basis, providing the factory branch salesmen with a complete new advertising and sales promotion package once every three months. These sales kits are so complete, yet so flexible in application, that a salesman calling on a retailer can provide him with an integrated, custom-made promotion campaign to boost his mattress sales.

How the Jewelry Industry Expanded Its Market: After the war the jewelry industry, along with other luxury lines, took a beating. To meet the situation, the industry subscribed to a sales promotional fund. The purpose was to make better merchants out of thousands of retail jewelers throughout the country, who during the sellers' market had gone soft and flabby. They clung to the idea that all they had to do was to stock a product and the people would queue up to buy it. A cross-sectional study was made of consumers' jewelry buying habits and a campaign developed to achieve six specific purposes:

1. Increase store traffic.
2. Get retail jewelers to push gifts.
3. Induce jewelers to put in better window displays.
4. Sell more inside the store by creative sales techniques.

Merchandising award winners in the jewelry trade shown here are Jacoby-Bender watch-band display, designed by the Dechar Corporation; Anson front-service merchandiser, designed by Howard Displays, Inc.; Caravelle twin-tower display, designed by Dauman Displays, Inc.; and art-carved diamond-ring center display, designed by Howard Displays, Inc.

Courtesy: Point-of-Purchase Advertising Institute

5. Improve selection and display of merchandise.
6. Train store personnel to be pleasant.

The study showed that only 20 per cent of the American public buy their gifts from retail jewelers. The public does not think of the retail jewelry store as a place in which to "look around" for gifts—of those who like to look around only 5 per cent do so in jewelry stores. People prefer to do their looking around in a gift shop, or a department store, where the store personnel are usually more patient and pleasant with folks who come to look before they buy. While it cannot be said that the campaign solved all the many problems of this industry, it did help to make retail jewelers appreciate that most of their difficulties were self-made and that the lack of business was in large measure due to their own lack of sales initiative.

An interesting angle of study upon which the Jewelry Industry Council based its program was the analysis of dealer-helps most popular with retail jewelers. Three-quarters of the 2,000 jewelers checked stated that they were dissatisfied with the assistance furnished to them by manufacturers for seasonal promotions, other than Christmas. On the kinds of dealer-helps most widely used the survey showed:

94 per cent use manufacturers' window display materials.
80 per cent use manufacturers' mats.
77 per cent use manufacturers' counter displays.
72 per cent use manufacturers' stuffers for envelopes.
49 per cent get help from their local newspaper advertising departments.
38 per cent use reprints of manufacturers' advertising.
24 per cent use outside help in preparing window displays.
27 per cent use outside help in preparing direct mail.

Dealer Help Objectives: If it is not practical to conduct a trade study to establish objectives for a promotional program designed to "trade up" customers—and especially dealers—the following suggestions, prepared as a service to merchants by National Cash Register Company, may prove helpful. It enumerates 10 ways a merchant can increase his sales, and which should be considered in any sales promotional program designed to help retailers:

Train Salespeople: Encourage training to stimulate enthusiasm and increased earnings.

Sell "Associate Items": Many additional sales can be made by suggesting associated goods, articles that naturally go together.

Pay a Bonus: Nothing induces an assistant to work harder, sell more and make more money for himself and the store than a bonus.

Give Customers Service: Show them how to care for purchases.

Talk Quality: Encourage salespeople to sell high-grade merchandise to customers. It should always be pointed out that high-grade goods last longer.

Place Goods Near the Wrapping Counter: Place self-selling lines near the wrapping counter and a surprising number of sales will result.

Sell Bigger Packages: When a customer asks for an article which comes in different sizes, the larger size can usually be sold.

Teach Salespeople the Merits of Goods: This builds enthusiasm.

Push Seasonable Items: Certain items sell only at certain seasons. Displays, advertising, and sales talk can push them along.

Use Modern Showcases: People will buy many goods displayed which they had not thought of buying when they entered the store.

Retail Campaigns: Another use for intensive sales promotional campaigns is to level off seasonal fluctuations. This is especially important in a retail store operation. At a meeting of the National

The Campbell Soup Company provides merchandising assistance and helps dealers to increase sales in every possible way. These brochures announce in-store promotions and acquaint dealers with the availability of merchandising aids.

Retail Merchants Association (Sales Promotional Division), store promotions to even off sales peaks and valleys were rated high on the lists of "musts" for a well-managed retail store. "Too much emphasis is now placed," said one speaker, "on store-wide sales events at the expense of getting business every day of the year where it is most needed to secure a balanced operation." He singled out anniversary sales, spring sales, harvest sales, and "founder's whisker sales" as promotions which depend upon price cutting to get results. Such promotions, while they may move

out merchandise, do not have the long-range benefits of a well-planned promotional program. The most successful campaigns are those which boost the average sale, eliminate waste in the fall and winter selling season, and build lasting good will for the store. Promotions with the greatest appeal to merchants play up store service and the merchant's prestige in a big way. Storekeepers turn thumbs down on campaigns that overplay the product. They like to see themselves in the picture.

Soup 'N Crackers: Among the most modern organizations in the food field, at every level from the plant to the retail store, is the Campbell Soup Company, Camden, New Jersey. It engages in year-round promotions as well as periodic campaigns. The company provides the retail stores with a wide variety of sales aids, banners, posters and other display material, promotional pieces of every description and merchandising information designed to increase store sales.

One of the biggest campaigns in Campbell Soup history was the company's annual Soup 'N Cracker Sale in January and February, when soup sales are at their peak.

It supplied the food stores with a complete collection of point-of-sale display material promoting cracker sales as well as soup.

To publicize the sale to consumers, Campbell's ran 40 four-color ads in magazines and broadcast over 100 radio commercials a week during an eight-week period. One hundred TV spots were also broadcast.

PLANNING THE CAMPAIGN

The first step, naturally, in planning any sales activity is to determine exactly what the campaign is supposed to do. Usually the idea of conducting a sales drive, as contrasted to a week-in-and-week-out sales promotional program, arises out of a situation about which "something has to be done." Sales slump badly in certain territories while they hold up well in others. Perhaps an intensive campaign backed by advertising in those areas might be the answer. Or a department of a big store seems unable to get out of the rough and show a satisfactory profit. Perhaps an intensive campaign to build up the sales of the department should be undertaken. But whatever the need, it should be kept in mind that whatever merit a campaign for sales may have, it is after all only a campaign. It may achieve an immediate objective, but unless it is integrated with an over-all promotional program, its benefits are not likely to be lasting.

The purposes for which intensive sales campaigns best lend themselves are many; among them are:

1. Broadening the base of distribution.
2. Meeting a particular competitive situation.
3. Activating a dealer organization.
4. Overcoming seasonal slumps.
5. Introducing a new product or model.
6. Opening up new accounts.
7. Increasing size of orders.
8. Getting salesmen to sell the full line.
9. Enlisting support for national advertising.
10. Getting dealers to make better use of advertising helps.
11. Pushing sales of "neglected" products.
12. Educating dealers and store personnel.
13. Reclaiming "lost" accounts.

Who Is It Supposed to Influence? The second step, after determining what the campaign is supposed to do, is to consider the type of people to whom it will be directed, and how best to influence them. What appeal will be most effective? The campaign might involve the participation of only a manufacturer's own sales force, or it might require "selling" a broad group of people in varying classifications, such as: (1) Housewives; (2) farmers; (3) business executives; (4) distributors; (5) wholesalers; (6) wholesalers' salesmen; (7) dealers; (8) dealers' salespeople; (9)

This is the complete window display kit which formed part of Admiral's color TV campaign featuring a "lucky number" to attract prospects to the dealers' stores. The company reported that "the response was fantastic."

route men; (10) county agents; (11) car owners, etc. Each type requires specialized treatment.

Color TV Promotion: One excellent campaign, which was aimed at consumers but required distributor and dealer support, was conducted by Admiral Corporation to promote sales of color TV and refrigerators.

As reported by Mr. John E. Meegan, the company's sales promotion manager, "It is one of the finest sales promotion efforts ever in the appliance industry."

The company developed a deluxe, 24-page, four-color consumer mailer, and announced to its distributors that they could be sold or given away to the dealers. The cost to the distributor was $85 per thousand, 50 per cent of which would be charged back to a special cooperative fund, making the net cost to the dealer a little more than 4 cents per copy.

Later, at the company's distributor convention, two great new stimulants were added to the campaign. These were a cream-and-sugar set, which achieved the highest premium sales to distributors for one item in one year, and a "Lucky Number" insert in the mailer in which 3,000 Admiral products were offered as prizes. When people visited a dealer for their premium, they checked their numbers against a list which had been included in a complete window-display kit.

"The response was fantastic," said Mr. Meegan. "We have already given away eight color TV sets, seven Duplex refrigerators, 21 stereo consoles and 57 FM/AM clock radios.

"The timing of the mailer and the followup of the window premium and Lucky Number programs gave us a terrific competitive advantage."

Presentation Material for Salesmen: No matter how extensively consumer and trade advertising is used to "put across" the campaign, full value from the appropriation cannot be obtained unless the salesmen are brought into the picture in such a way that they will feel it is their "baby" too. Some companies call in a few top-flight salesmen and have them sit in on the planning. Not only are their ideas worth while, but it helps to overcome the prejudice salesmen in the field feel for any promotional activity "dreamed up in the office." The agenda for such a meeting should include the presentation pieces to be provided for the salesmen to take out and show to customers.

There is, for example, the matter of a working guide, or brief, outlining the campaign so that each salesman will understand

what it is all about and what he is supposed to do. Then there is the piece the salesman uses to explain the purpose of the promotion, and its benefits to the customer. Should it be an easel-type portfolio, a pull-out timetable folder, a loose-leaf book, or what? Will the salesmen use it? How will they use it? What do they want in it?

Then there will be a need for some pass-out literature which the salesman can leave with a customer after he has explained the promotion to him. What should it cover? Should it be a step-by-step account of what the customer should do, with a blank for ordering the materials needed to put the plan into effect, or will the salesmen be supplied with order books which they can flash on the customer? What about cost? Shall a token charge be made for cooperative materials furnished, or shall they be given to customers who agree to use them without charge?

The Kick-Off Meeting: When the material necessary to put over the campaign is ready, all those who are to have a part in "selling" the promotion are usually brought together at the factory, or at convenient regional hotels, to learn about the campaign and get up the enthusiasm needed to put it over. Where shall these meetings be held? What kind of a program should be developed? Shall there be talks or discussions? What about visuals? Entertainment?

How should the meeting to kick-off the campaign be buttoned up and packaged? A common fault with most of these meetings is that they are long on pep but short on the solid stuff a man needs to properly "sell" it to his customers. Perhaps it might be well to furnish ringbinders and then as the meeting proceeds hand each man material to put into the binder so that he can carry it back home.

The Follow-Through After the Promotion Begins: No matter how carefully a promotional campaign is planned, how thoroughly the salesmen and the distributors are coached, or how well the printed material is prepared, the job is only half done unless there is a hard-hitting follow-through. Without a follow-through the salesmen are likely to go back to their territories or stores, as the case may be, and get lost in the doing of their daily chores. It is so easy to forget, and there is so much to remember. How can those upon whom the success of the campaign depends be made to remember and motivated to action?

There should, depending upon the appropriation, be periodical mailings to each group of participants. If it is an interstore

competitive campaign, for example, there should be a series of mailings to dealers with a bulletin which they can tack up on the store bulletin board for the salespeople to read. If the salesmen are in the picture, they should get a firm but gentle prodding at regular intervals to make sure they do their part. Perhaps a sales contest of some sort might be used to introduce a competitive angle. Perhaps those salesmen who do certain things required of them will get credits good for merchandise prizes of their own selection. But whatever procedure is followed, it is most important that interest in the campaign be maintained. There should not be any slow-down, any dead-center. A well-rounded plan provides not only for participant education but assures participant action—two very different things.

BLUEPRINTING THE CAMPAIGN

In order to properly schedule production, and to make sure every operation in the execution of the campaign is completed on time, some sort of a working chart or timetable is desirable.

First of all the advertising must be scheduled far enough in advance of the opening of the campaign to permit the advertising agency to contract for the space, prepare the copy, and get out plates to the publications. Since some magazines close several weeks before they are in circulation, about 4 months should be allowed. As a rule, the usual way of visualizing the coverage of consumer advertising is to have the advertising agency proof up the various ads that are to appear, and then imprint at the bottom of each proof the publications in which that particular piece of copy is to run, with circulation figures.

"Try Before You Buy": Emphasis at the point of sale was the focus of a well-organized campaign by the Ronson Corporation, as described by Robert H. Jorgensen, sales promotion supervisor for Ronson.

"First, we devised a try-it-yourself demonstrator display which would allow consumers to 'try before you buy.' This display was finely crafted in wood, metal and glass. An actual shaver is held in a nest under a sanitizing bulb and a 'magic mirror' flashed a sales message. We called it the Ronson S-4 demonstrator.

"Next came the deal: Buy four Ronson '400's' and get the display free.

"Our trade ads merchandised the deal and the display to the wholesaler and retailer, via the leading trade magazines and in

dealer mailings. National magazine ads featured the try-before-you-buy theme, urging consumers to come in and try the Ronson '400' for themselves at their local dealers. Retailers who bought the deal and a requisite minimum quantity of backup merchandise were listed alongside a newspaper version of the same consumer ad. These dealer-listing newspaper ads were run in major-market cities across the country. Ad reprints and store banners were provided to bring customers into the store for a demonstration.

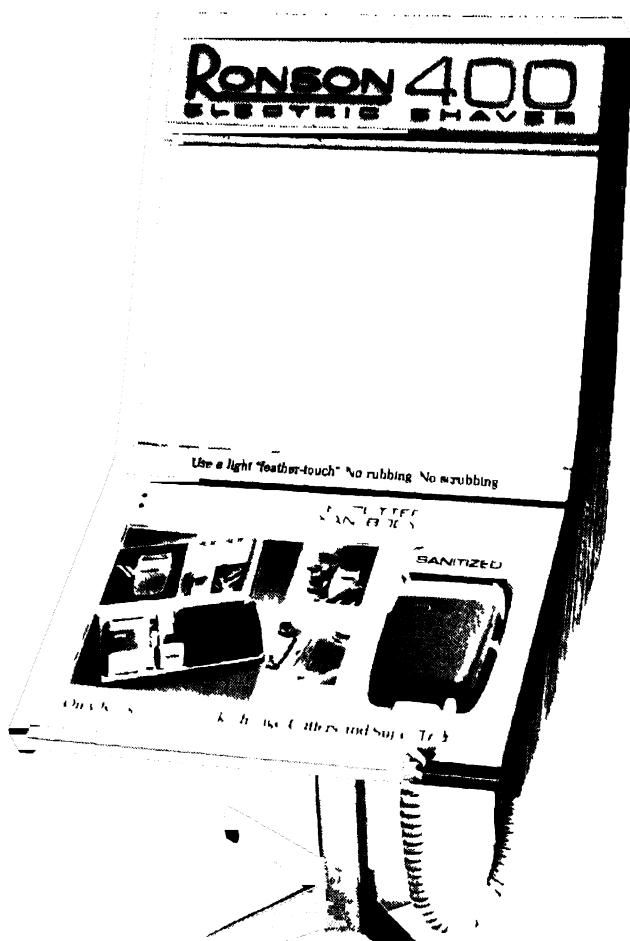
"So the sequence goes: The dealer is shown the display and proposed support via mailers and trade ads. Consumers are informed by magazine ads that their dealer has the ultimate shaver and a means of trying it. Then the prospect sees a newspaper ad which not only reinforces the magazine impression, but shows him which dealers have it. Consumers are invited into the store by window streamers and at the point of sale the demonstrator display closes the deal. (For those not ready to buy, informative, colorful folders are available to take home.)

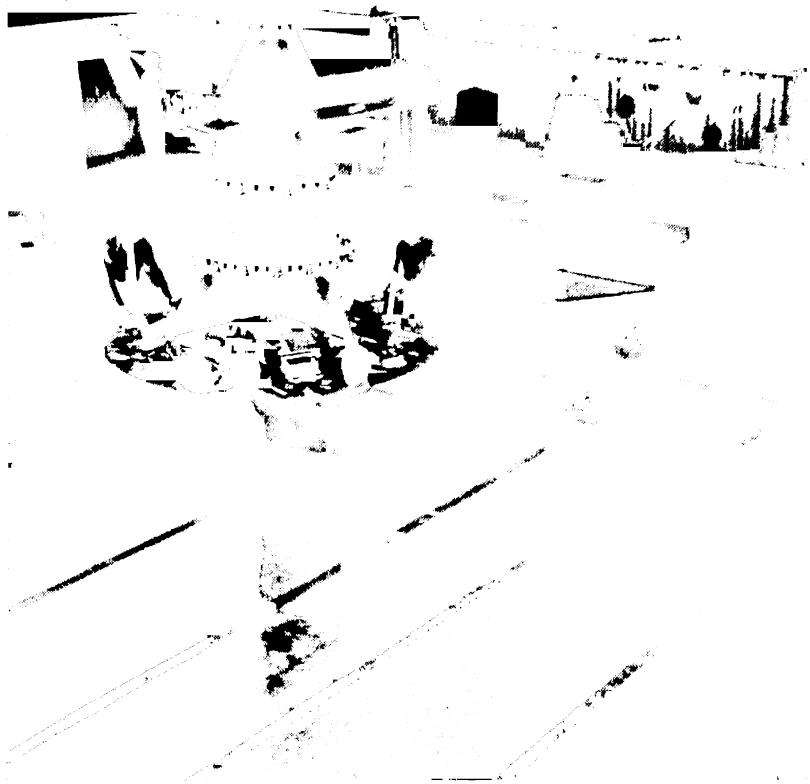
"I think this campaign illustrates how aimed sales promotion . . . the close coordination of point-of-purchase display, merchandising deal, trade promotion, direct mail, P.R., and consumer advertising, pays off.

"Results: A sellout of all deals and displays for Ronson along with the increased distribution the promotion was designed to create."

TIMING THE CAMPAIGN

The advantages of proper timing are obvious. There are some products which can be sold more easily at certain seasons of the year. In selling to department stores, for example, it has been found that campaigns timed to hit just *before* the department buyer goes into the market are twice as effective as those which are not so timed. Products designed for gift use go better in early fall than they do after Thanksgiving.

A promotion man with a line of shoes for retailers would get best results in July, when orders for fall and winter styles are usually placed for deliveries in August and September. In the same way a promotion man for a national magazine times his campaign to sell space in August and September, when lists of media are usually prepared by the advertising agency for approval by the advertiser. A campaign timed to reach prospective advertisers after his list for the next year was made up would not be as effective as one which hit in July and August.

A novel, traffic-stopping display designed to encourage point-of sale free trials of a newly-introduced Ronson "400" electric shaver. The modern counter unit included a perpetually sanitized free demonstration "400" shaver that was permanently affixed to the unit. The compact countertop display featured an eye-catching "magic mirror" that doubled as a unique copy panel for repetitively flashing three-color messages.

Most campaigns to stimulate the sale of automobiles are timed to break in the early spring, when people begin to think about buying a new car for the summer months. Factors which influ-

The headquarters of the Eastman Kodak Company's Exhibits Division. During the course of an average year, the Exhibits Division will make up displays for 125 conventions and trade shows, as well as about 75 miscellaneous exhibits

ence timing are: (1) Seasonal buying habits; (2) employment needs of the business itself; (3) climatic conditions; (4) special weeks, days, and events.

Leveling Off the "Slack" Season: A primary consideration in timing a promotion is the sales needs of the business. If, for some reason, it is desirable from an operating standpoint to step up sales on a certain product or group of products, say to use materials carried too long in inventory, that might be a good reason for putting on a sales drive In the same way, with organized labor insisting upon guaranteed annual wage contracts,

some companies depend upon intensive promotions to level off seasonal unemployment. It has been found, for example, that electrical refrigerators can be sold just as well, with the right promotional effort, in winter as in summer. By shifting promotional emphasis automobile manufacturers have been able to step up sales in the slack fall months, just before a model change-over. Procter & Gamble, soap manufacturer, by rearranging its sales promotional effort, has been able to sell its products in almost even volume the year around, thus getting rid of costly slack seasons in production. It may take more promotional steam to bring about these results, but production economies thus made possible might well offset the cost of getting the out-of-season business.

Tying-In with Special Days and Weeks: Some industries have made the promotions of their member companies more effective by "breaking" them simultaneously. A period is designated for the purpose and given an appropriate promotional name, as for example: "Insurance Week," "Apple Week," "Honey Week," etc.

At that time as much promotional effort as is practicable is undertaken by concerns in the industry, and an aggressive effort is made to get newspaper and other types of tie-in publicity. Newspapers will often give an industry publicity which they would hesitate to give to an isolated advertiser.

An All-Industry Example: More than 3,000 dealers throughout the country participated in the first annual National Office Products Week, February 10 to 19, 1966. Twenty-one manufacturers of nationally-advertised branded merchandise cooperated in the industry-wide program designed to promote specific office products.

A giant sweepstakes, with a grand prize of a free, all-expense vacation in Europe for two, was one feature of the promotion. Hundreds of other prizes were offered, including color TV sets, furs, portable TV's, and cameras. Thousands of dollars' worth of merchandise was given away to customers who visited dealers' stores.

Each dealer received a complete merchandising kit that included window streamers, pennants, counter cards, envelope stuffers, ad mats, sweepstakes entry forms and a complete guide in setting up the promotion.

A four-page color insert appeared in "Business Week" announcing the program. Other business publications reaching office managers, secretaries and purchasing agents carried spe-

cial advertising to bring the promotion to the business community. All these ads carried entry blanks for the sweepstakes.

"This is the most practical promotion package ever offered to the office products dealer. It provides a promotional program that dealers could not afford to provide for themselves," stated A. W. Gurner, general manager of Olympic Office Supplies, New York City.

How One Company Times Mail Promotions: Another important factor in sales promotion is timing the frequency of mailings. A check of several companies indicates that the most popular interval is 1 month. While there are a number which use bimonthly frequency in their follow-up efforts, the majority seem to favor the monthly interval.

A check of the number of mailings in a sales promotional effort that can be made profitably brought out varying opinions and very little dependable experience. Much, of course, depends upon the unit being promoted, and the margin of profit available for promotion. The following schedule, used by a manufacturer of autographic registers in the reclaiming of old accounts, is based on careful tests and may be of interest:

INVOICE FOLLOW-UP: Six months after order is shipped, if no reorder has been received, a series of five follow-up letters (four-page illustrated pieces) is started. Letter No. 2 goes 3 months later, and the remaining three letters are sent at 2-month intervals. Copies of these letters are sent to the sales agent as mailed, with a request for a report.

DANGER LETTERS: If the invoice "Follow-Up" is completed without results, a second series of four-page letters, called "Danger Letters," begins. There are six letters in this series. They are mailed at 3-month intervals. The copies of these letters sent to the sales agents are especially printed so as to remind them forcibly that the customer has not ordered for 18 months, 21 months, etc.

RECLAMATION LETTERS: After the "Danger Letters" have been mailed the names go into a central file with all previous inactive accounts tabbed by years. This list is worked continuously. For example, customers who have not reordered for a year receive five letters; older customers receive fewer letters; but the entire list is worked systematically.

"PULLED" LIST: When a report comes in from an agent stating that a customer has gone over to a competitor, or is buying from another source, the McBee card is pulled and placed in a separate "reservoir." Address plates are tabbed to permit careful working in groups according to the situation involved. These groups of names are worked twice a year.

PERSONAL FOLLOW-UP: In addition to this automatic follow-up, all reports from agents are classified and turned over to a junior executive for special handling. This executive analyzes each case and decides which follow-up letters shall be used.

The purpose of this follow-up is to obtain reorders for forms used in the register. The high potential value of an account warrants a heavy follow-up. In other cases, where the unit is small, as, for example, subscriptions to magazines, it has been found that 5 follow-ups, timed at monthly intervals, are the most profitable. Some publishers, however, find it pays to follow up an old subscriber as many as 15 times.

It is recommended that tests be made before establishing a follow-up timetable to determine the point when it is no longer profitable to send follow-up literature. To carry a series of promotional mailings beyond the point of diminishing returns may prove costly over a period of years. That also applies to too frequent mailings.

Computerized Letters: One of the country's largest medical mailing-list houses, Clark-O'Neill Inc. of Fairview, N. J., embarked on a campaign designed to increase the use of its services among present clients and to expand to new clients. Three computers plus the acquisition of a Cheshire R-9000 had considerably increased the company's capabilities in creating, producing, and mailing promotional material for pharmaceutical manufacturers.

As told in the "Reporter of Direct Mail Advertising," mailings were sent every two weeks to a select list of 2,000 individuals, primarily members of the marketing departments of every pharmaceutical house in the country. Emphasis was placed on advertising and production personnel, and where the name of the individual was not known, a letter was addressed to the title and asked for the name by return mail. Response to this request was 90 per cent.

Heart of the mailing effort was the company's Compu-Letter, a letter written by a computer printer with personalized information programmed into the middle of the letter: e.g., "If it becomes necessary, Mr. Jones, could you absolutely identify each physician, etc.?"

Although many pieces of literature were sent out in this program, the personalized Compu-Letter was a key element in each mailing. These letters are low in cost and quickly produced. The P.S. at the bottom of the second page of the two-page letter which kicked off the campaign read: "Did you notice that this was a Compu-Letter . . . produced on our computer in less than 3 seconds?" Compu-Letters are produced by Clark-O'Neill on company computers by the data processing department in less

than 3 seconds. The letters are written by a computer printer with personalized phrases programmed into the body of the letter.

TYPICAL "WEEKS" FOR PROMOTION "TIE-INS"

American Camp Week
American Education Week
Americanism Week
Be Kind to Animals Week
Bike Safety Week
Bow Tie Week
Boy Scout Week
Brand Names Week
Brotherhood Week
Buy the Large Size Week
Catholic Book Week
Campfire Girls Birthday Week
Chemical Progress Week
Children's Book Week
Child Safety Week
Christian Education Week
Church and Economic Life Week
Churchmen's Week
Cleaner Air Week
Diabetes Week
Employ the Handicapped Week
Father and Son Week
Fire Prevention Week
Girl Scout Week
Honey for Breakfast Week
Idaho Potato and Onion Week
International Red Cross Week
Jaycee Week
Jewish History Week
Jewish Youth Week
Kiwanis Anniversary Week
Letters from America Week
Luggage and Leather Goods Week
Merchant Marine Book Week
National Advertising Week
National Apple Week
National Arts and Crafts Week
National Baby Week
National Beauty Salon Week
National Bible Week
National Boys' Club Week
National Business Woman's Week
National Cage Bird Week
National Cat Week
National Catholic Youth Week
National Civil Service Week
National Cherry Week
National Coin Week
National Conservation Week
National Cotton Week
National Crime Prevention Week
National Crochet Week
National Defense Week
National Dog Week
National Easter Seal Appeal
National Engineers' Week
National Family Week
National Farm Safety Week
National Flag Week
National Flower Week
National Foot Health Week
National 4-H Club Week
National Frozen Food Week
National Gardening Week
National Hearing Week
National Home Week
National Home Demonstration Week
National Honey Week
National Hospital Week
National Iced Tea Time
National Inventors' Week
National Kraut and Frankfurter Week
National Latin America Week
National Laugh Week
National Letter Writing Week
National Lutheran Publicity Week
National Macaroni Week
National Model Building Week
National Motel Week
National Music Week
National Newspaper Week
National Noise Abatement Week
National Office Products Week
National Packaging Week
National Peanut Week
National Pharmacy Week
National Photography Week
National Posture Week
National Prosperity Week
National Radio and Television Week
National Raisin Week
National Relaxation Week

National Rice Week
National Salesmen's Week
National Save Your Vision Week
National Secretaries' Week
National Sew and Save Week
National Smile Week
National Sunday School Week
National Sunday School Week (Fall)
National Sweater Week
National Swim for Health Week
National Table Tennis Week
National Thrift Week
National Tie Week
National Want Ad Week
National Wildlife Week
National Wine Week
Nationally Advertised Brands Week
Oil Progress Week
Optimist Week
Popcorn Sampling Week
Printing Week
Reformation Week
Rural School Charter Week
Spring Clean-up Week
Take Tea and See Week
United Nations Week
United States-Canada Goodwill Week
Universal Week of Prayer
V. F. W. Buddy Poppy Week
World Trade Week
Youth Week
(Christian Endeavor Week)

When Promotions Are Generally Prepared

(Month-to-Month Percentages)

Line of Business	Jan.	Feb	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	No time set
Store fixtures	6 8	6 8	6 8	6 8	5 6	4 5	3 4	5 6	10 2	9 1	8 0	5 6	20 8
Food products	5 5	5 5	6 6	5 5	6 6	6 6	6 6	6 6	8 7	5 5	5 5	5 5	25 3
Building materials	1 6	4 1	5 8	5 8	6 6	3 3	3 3	6 6	11 6	11 6	7 4	3 3	29 0
Household equipment	4 2	5 8	9 6	8 3	7 1	5 4	4 2	5 0	9 6	7 9	7 1	4 6	21 2
Jewelry	6 9	7 7	7 7	6 9	6 9	6 9	6 9	6 9	9 3	10 0	9 3	8 5	6 1
Machinery	5 4	5 4	7 8	7 8	7 8	5 4	5 4	5 4	5 4	6 7	7 5	4 7	25 8
Leather goods	5 9	8 2	8 2	7 1	5 9	5 9	4 7	7 1	15 3	11 7	7 1	4 7	8 2
Clothing	6 1	15 7	12 5	3 7	2 5	4 1	4 1	10 9	13 7	8 1	4 1	3 7	10 8
Novelties	4 3	4 3	4 3	4 3	4 3	8 7	4 3	0 0	0 0	4 3	13 0	8 7	39 5
Associations	3 4	3 4	7 0	10 3	10 3	7 0	3 4	3 4	10 3	10 3	3 4	3 4	24 4
Miscellaneous	1 1	4 4	4 4	5 5	4 4	0 0	0 0	6 5	8 8	7 7	7 7	1 2	48 3
Drug supplies	15 4	7 7	7 7	0 0	0 0	0 0	0 0	0 0	7 7	7 7	7 7	7 7	38 4
Sporting goods	4 6	13 9	16 3	11 6	9 3	4 6	4 6	7 0	9 3	7 0	4 6	4 6	2 6
Scientific instruments	5 3	10 5	5 3	0 0	5 3	5 3	0 0	0 0	5 3	5 3	5 3	5 3	47 1
Confectioners	7 9	7 9	7 9	5 3	5 3	5 3	5 3	7 9	7 8	7 9	7 8	7 9	15 8
Auto accessories	2 6	5 3	13 2	10 5	8 0	5 3	2 6	2 6	7 9	7 9	2 6	2 6	28 9
Hardware	4 7	5 6	9 3	12 1	11 2	1 8	1 9	3 7	5 6	7 5	6 5	3 7	26 4
Office equipment	2 0	2 0	2 0	4 0	4 0	6 0	4 0	4 0	6 0	6 0	8 0	10 0	42 0
Chemicals	6 8	9 1	9 1	9 1	4 5	2 3	4 5	6 8	6 8	4 5	4 5	4 5	27 5
Textiles	0 0	9 1	9 1	0 0	0 0	0 0	0 0	4 5	13 6	13 6	9 1	4 5	36 5
Musical instruments	5 4	7 1	5 4	7 1	10 7	5 4	5 4	10 7	10 7	8 9	8 9	7 1	7 2
Fuel products	3 1	6 5	3 1	6 5	9 4	9 4	9 4	9 4	6 5	3 1	6 5	6 5	20 6
Steel supplies	0 0	4 0	12 0	12 0	8 0	4 0	4 0	0 0	0 0	0 0	0 0	0 0	56 0
Investments	4 5	6 8	6 8	11 3	9 1	4 5	2 3	0 0	2 3	2 3	4 5	4 5	41 1
Average	4 7	6 9	7 8	6 7	6 4	4 6	3 8	5 0	8 1	7 3	6 5	5 1	27.1

PART 2

TECHNIQUES AND TOOLS OF SALES PROMOTION

Chapter 6

SALES LEADS AND INQUIRIES

IN ORDER to ensure continued growth a business must have a means of systematically pumping new blood into its veins. Old customers are continually going out of business, merging, or changing sources of supply. There is a natural inclination on the part of salesmen calling on established trade to concentrate most of their effort calling on a small circle of customers with whom they especially like to do business. It is difficult to get them to add new accounts, just as it is difficult to get men selling specialties to make the necessary number of prospecting calls in order to replace the prospects they sell. The reason for this is easy to understand. It is the least pleasant of sales duties; the one most likely to be neglected. Yet, if neglected, it may have fatal consequences. Modern competitive conditions require that a business must expand in order to create larger opportunities for its staff. This requires a systematic method of developing new business leads, a phase of sales management woefully neglected.

Some sales managers take the position that it is a mistake to send too many leads to salesmen, because it requires them to jump around their territories too much, and has a tendency to take initiative from them. There may be cases where this reasoning is sound. One of the large office equipment manufacturing companies, a few years back, nearly ruined its sales organization by deluging salesmen with inquiries, and then insisting that each inquiry be promptly followed and reported. Many of the inquiries were from curiosity seekers, widely scattered, and consequently difficult for a salesman to follow up. As a result the salesmen soured on all inquiries, and eventually the company discharged the advertising manager who had sponsored the plan. Any elaborate program of supplying leads to salesmen must be predicated on the proposition that every lead will be worth while for a salesman to follow up. If necessary, the advertising or sales promotional department should qualify the inquiry with a personal

letter before referring it to a salesman. This may reduce the volume of business which can be obtained from a given number of inquiries, but it will save a great deal of expense and time, so far as the salesman's effort is concerned.

Methods of Getting Inquiries: The cheapest way to get inquiries for a product or service is the government reply card. An offer to send some helpful booklet, or to send some articles of use, to a list of prospects has been known to produce as high as 37 per cent replies at a cost of less than 9 cents each. Returns of 5 to 10 per cent on reply cards of this kind are common.

Such inquiries, however, are usually of questionable sales value because they result from a desire to get something for nothing—even the cost of the return postage being paid by the seller. Sending inquiries of this sort to salesmen soon disgusts them, and unless great pressure is used they will only follow up those which for one reason or another impress them as being hot. Since it is the practice in most sales departments to put the names of those making inquiry on a permanent mailing list, it is easy to see how over a period of time inquiries obtained by the use of government reply cards are likely to prove expensive from the standpoint of net sales cost.

Getting Worth-While Leads: In setting up an inquiry-getting program, make it necessary for an inquirer to qualify himself as a prospect in some way. High-pressure methods in securing inquiries are just as objectionable, and just as likely to back up on you, as high-pressure sales methods. The best inquiries are those which come with the least prodding, usually those which come from magazine or trade paper advertising where no direct play is made for inquiries. This may seem contrary to the ideal of most advertising departments which glory in being able to cut the cost of inquiries, but experience shows that cluttering up a mailing list with a large number of lukewarm names of supposed prospects can reach a point where a very substantial proportion of the entire advertising appropriation goes for "nesting on china eggs."

The best plan is to hand-pick a list of prospects, checking them first for application and second for ability to buy. The list may be as large or as small as the appropriation warrants. Lay out a series of mailing pieces backed by advertising in publications which your prospects have indicated they read. The object of both the direct-mail and publication copy should be educational. The use of publication advertising will serve to increase the re-

turns from the mailings, and at the same time contact casual prospects who may not be on a mailing list.

Take the case of a manufacturer making lumber mill machinery. The backbone of his campaign for inquiries would naturally be a list of mill operators who he has reason to believe are now or will shortly be in the market for new equipment. It is not difficult to get such a mailing list, nor is it difficult to check it against Dun & Bradstreet to make sure that too much effort is not spent in trying to sell a prospect who could not pay for the equipment even if he could be sold. But every month somewhere in this country there are men who have accumulated some capital and are thinking about setting up a sawmill. They are valuable prospects for this manufacturer. But how is he to find them? When this chap with the money to buy sawmill equipment gets the idea of starting up in business for himself, the very first thing he will probably do is to write for a sample copy of the trade papers in the lumber field. He will be interested, of course, in the articles which they carry about operating a sawmill successfully, but the primary reason he wants those magazines is to get the names of manufacturers of sawmill equipment so that he can write for catalogs and literature. He will get this information from the advertising pages. Those manufacturers of sawmill equipment who advertise regularly in these papers are likely to receive an inquiry from this person. Those who do not may never know about him until after he has bought his equipment.

With a background of interest established through widespread advertising, a mailing list may profitably be worked on an average of once a month for inquiries. Some concerns depend entirely on letters to do this job for them. Others use a variety of mailing pieces, booklets, broadsides, and the like. Still others prefer that these contacts be made by means of a house organ or house magazine. The physical form of the mailing piece is not so important as the continuity of effort. The secret of getting really worth-while inquiries, the kind that show a satisfactory percentage of sales, is intelligent repetition. Sooner or later they will be in the market for what you are selling, and you will get their business—or, at least, have a chance to get it. The trick in such a follow-up is to avoid monotony.

Ask Prospects to Help: Most people are responsive to a request for assistance if it appears to be reasonable and genuine. In many instances, concerns have pulled replies by asking prospects to criticize the advertising they have received or to suggest

THANK YOU FOR YOUR RECENT REQUEST FOR INFORMATION.

A·B·DICK.

We are sending your inquiry to your authorized A. B. Dick products distributor whose name and address are shown at the lower left. As duplicating specialists, handling a complete line of duplicating and copying products, they can answer any questions you may have—and quote prices. If you have requested a demonstration you will be contacted to arrange

I'd like to take a closer look at the 650.

Please arrange my showing for __________ (Date), or call me to set a date.

NAME__________

POSITION__________

COMPANY__________

ADDR

CITY__________ STATE __________ ZIP

TELEPHONE__________

☐ We now have a ______

Model # ______

of copies is about______

☐ We do *not* have a copi

RESERVED!
Complete and mail this card now to reserve your 650 showing . . . and to get your free Executive Taskmaster

A request for product information addressed to the A. B. Dick Company produces a catalog booklet, together with a printed "thank you" note which also provides the name and address of the local office. Enclosed with the material is a reply card to indicate whether the prospect is interested in seeing a 12-minute color film demonstrating the product. To prompt response, the company offers a vinyl-bound executive memo book.

the sort of information that might appeal to them. Others have attached to the letter a copy of the "prospect card" bearing the prospect's name and showing a record of several past mailings with a request to indicate what ought to be done with it. Good results have also been obtained by listing "Reasons for not re-

What did you see in the mirror
this morning?

DO YOU HAVE THE TRIM CONFIDENT LOOK OF SUCCESS?

Look younger, feel younger
with the help of this
FREE BOOKLET
prepared by the Editors of
Esquire

OVID RISO
5450 WISSAHICKON AVE
PHILADELPHIA 44 PA

Who looked back at you from the mirror this morning? Someone trim and fit? Or someone with signs of everyday tensions and lack of exercise? Perhaps slack muscles and a bulge where it shouldn't be?

In a land that places so much emphasis on youthfulness — in a world where success goes to men who look the part — did the "you in the mirror" measure up?

If you were less than pleased with what you saw — the booklet illustrated above is "must reading" for you! Send for it today. It's free and without any obligation at all. What it contains can help give you — a NEW YOU!

Entitled "DO YOU HAVE THE TRIM, CONFIDENT LOOK OF SUCCESS?", it outlines a program that requires only minutes a day, yet can help make you feel fully ALIVE — looking younger, feeling younger, with new strength and vigor!

> You can be trim, terrific .. Without taking time off to go to the gym. No massages. With a conditioning program tailored to your needs. Just minutes a day to put new tone in your muscles, increase your circulation, brighten the look in your eye! You'll enjoy pleasures with new zest — tackle problems with new energy!

The program described in the booklet is FUN! The whole family will want to join in. You may have to "reserve" your time in advance!

See how true this is. And it's within your grasp — as near as the card above. Mail it today. No stamp or addressing needed. "DO YOU HAVE THE TRIM, CONFIDENT LOOK OF SUCCESS?" will reach you without delay!

Sincerely,

C W Howell

Exercycle of Philadelphia

1121 OLD YORK ROAD • ABINGTON, PA. 19001 • 215-884-5740

DM/1

This letter is devoted entirely to the offer of a free booklet, without any product mention. The return card is in the address window at the top of the letter.

plying" at the top of the letter and asking the prospect to check and return. Straight requests for aid in "keeping our list up to date" have helped secure definite information from prospects.

Premiums for Special Information: When the selling proposition depends upon knowledge of the prospect's circumstances, and the list is blind, inexpensive and attractive premiums can often be used to get the desired information from the prospect. Insurance companies have used diaries for obtaining qualifying data from prospects whose names are taken from various sources. With information concerning the prospect's age, business connection, etc., the company can make a definite proposition which otherwise would be impossible. A manufacturer of oil burners for household heating has made an adaptation of this plan by supplying his local dealers with information cards to be filled

OCEAN PRODUCTS, INC.

TREASURE ISLE SHRIMP

Treasure Isle®

P O BOX 1126 PHONE 248-1941
TAMPA 1, FLORIDA

DATE 1/19/66
The Hospitality Magazine
SOURCE-ISSUE
Moretta & Meredith
REPRESENTATIVE
29 Bala Ave., Bala-Cynwyd, Pa.
ADDRESS AND TELEPHONE NUMBER
Pete Cassetta
LOCAL DISTRIBUTOR
Treasure Isle Seafood
LITERATURE SENT

Ovid Riso
School Lane House
Philadelphia, Pa. 19144

Thanks for your inquiry!

Here is the information that you requested. We hope that you will find it informative and helpful.

Our representative (listed above) is as near as your telephone. He will be happy to discuss your particular requirements.

We thank you for your interest in our products and feel certain you will become another satisfied TREASURE ISLE customer.

Sincerely,

OCEAN PRODUCTS, INC.

This acknowledgment of an inquiry was accompanied by several pieces of consumer literature. Note that the information typed in on the printed form supplies the date, name of the magazine, name and address of the local representative, the name of the local distributor and the class of product-information sent to the inquirer. Nothing could be more complete!

out with data of prospect's present equipment and pays the dealers 10 cents apiece for all cards returned. High school seniors are also used to obtain "qualifying" information about names on the prospect list.

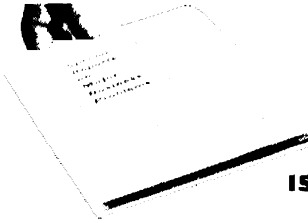
When acknowledging inquiries, or orders, many concerns enclose one or two extra return cards with the request that they be passed along to somebody else who may be interested. This is particularly effective in connection with a high-grade product.

Exhibits Produce Leads: The main objective of a manufacturer's display in an exhibit is to produce leads. This is especially true of trade shows. While immediate direct orders may also be written in some cases, most manufacturers selling through distributors or dealers will refer the names and addresses of interested people to local companies for followup.

This means, naturally, that provision should be made for inquiry cards to be distributed at the point of display, yet it is astonishing to find that this is not always done. Notebooks, scraps of paper, business cards are often resorted to by exhibit personnel in recording the necessary information.

Special Offer for Limited Period: This is a tried and true device for speeding up the laggards, if the special offer or concession appears to be genuine and the time limit is definite and emphatic. The phrase, "for a limited period only," doesn't mean much, but a return card printed in big, red type, "Good Until Saturday the 25th Only," may mean a good deal. A publisher who offered a premium book with subscriptions to a forthcoming set of reference works found the ratio of inquiries increased when he changed "order before the supply is exhausted" to "we have only 550 books left to sell." Statements of this sort must be truthful and be able to stand Federal Trade Commission investigation.

Dramatize the Argument: One of the outstanding successes of the past few years is the enormous sales of such outwardly commonplace books as the *Book of Etiquette*, for example. Books of etiquette had been on the market for 50 years, and the only new element in the campaign was the advertising copy that made the prospect see herself in embarrassing situations from which she could be rescued by knowledge of social conventions. In other words, the appeal was dramatized from the personal standpoint of the reader.

Timely Mailings: Oftentimes the success of a campaign is increased by close attention to the time of mailing. A number of

BUT A COMPLIMENTARY COPY HAS BEEN RESERVED FOR

AS A WELCOMING GIFT WITH A TRIAL YEAR OF 52 ISSUES

The word is out that BUSINESS WEEK turned down 13,626 subscriptions last year ..

... or, to put it in more commercially dramatic terms, an income of $119,500

Well, it's true. But the inference that we've gone soft in the head is grossly unfair. We've always followed the paradoxical policy of rejecting subscriptions from some folks while -- at the very same time -- soliciting them from others

The reason is simply that BUSINESS WEEK is a special kind of magazine ... published for a special kind of reader It is meant exclusively for management men who hold responsible positions in business and industry.

> You'd think, wouldn't you, that housewives ... ferryboat captains ... basketball players barbers . . and affluent jockeys would understand the publication is not for them. But they keep sending orders anyway We turn them down as gently as we can. But hell hath no fury like a reader scorned. And our circulation men have the scar tissue to show for it.

Under these painful circumstances, naturally we have a very warm place in our hearts for you men of business whose specific interests our entire publication is designed to serve

So, as a bonus for joining our family of regular readers, we have compiled an extraordinary series of reports on major opportunities and problems confronting business today These informative, thought-provoking studies, we feel certain will help any executive deal with the realities of our complex business world more effectively than ever before.

The new edition of our EXECUTIVE PORTFOLIO brings you 16 penetrating reports, all generously illustrated, on these timely subjects:

1 Business-Govt 'Cold War' Thaws
2 Jobs for Negroes· Barriers Drop
3 Canada Booms - But What's Ahead?
4 Computers: New Tool, New World

Publishers are skillful users of sales letters; they depend on them heavily for subscriptions. Business Week offered an "executive portfolio" as a means of attracting orders, with free gold-imprinting of names for prompt action. Subscriptions could be paid for through American Express credit cards. With the letter was a "reserved gift" reply card and *an airmail, postage-paid envelope.*

concerns report that they are giving more attention to this than in the past, especially when those addressed are businessmen. Care should be taken, they say, to avoid reaching the businessman's desk on Monday, or any day following a holiday, when there is likely to be a large accumulation of letters needing attention. Also, it is wise to avoid reaching him Friday or Saturday when he is tired after a week's steady work, or perhaps absent over the week end. The best day is Tuesday, and Wednesday is next best.

It pays to watch folds and enclosures carefully, to see that the proper continuity of argument is secured and especially to guard against the prospect's seeing the return card first. A good many prospects instinctively look for the return card or coupon first, in order to size up the proposition quickly, and some ingenuity is necessary to get their attention first for the argument it is desired to convey. It is, therefore, worth some extra effort to see that the mailing clerks have definite instructions as to the proper method of placing enclosures in the envelope and to make sure they are carried out.

It is also wise to avoid sending important features "under separate cover." Interest is likely to cool between the receipt of a letter and the later arrival of a catalog to which it refers, and there is also a chance that the recipient of the letter may not get the catalog at all. Where separate mailings cannot be avoided, it is advisable to adopt some highly distinctive color of wrapper or some striking device that will identify the catalog when it comes in as belonging with the letter already received. One plan is to attach a "Notice to Mail Clerk" card to the letter.

Memory Joggers for Salesmen: One of the most fruitful sources of leads for a salesman who sells intangibles to a large cross section of people in his own community, insurance for instance, is a memory jogger. These memory joggers are usually lists of possible prospects whom, for one reason or another, the salesman may not have thought of as sales prospects. Such a list, used by Investors Diversified Services, Inc., of Minneapolis, is shown on page 133. It lists over 80 possible people whom the salesman should know well enough to approach for an order. An executive of the company reports this type of memory jogger has worked remarkably well for them. It is a simple idea which can be adapted by a wide number of businesses.

WHOM DO YOU KNOW?

Can you list at least 100 gainfully employed persons in your community whom you know, and who would be willing to give you a hearing about a sound financial program in which you believe thoroughly yourself?

It may be difficult to remember 100 acquaintances at once. If so, we suggest you take a day or two to develop the list. Members of your family may be able to help. As you think of names, jot them down on a piece of paper or pocket note book you carry with you—then enter them on the forms on the following pages.

Before starting your list read these

Memory Joggers

Whom do you know?

- from your old job?
- from school or college?
- because of your favorite sports or hobbies?
- from your church?
- from civic activities?
- because you rent or own your own home?
- because you lived in other neighborhoods?
- who sold you your automobile?
- who sells you gas, tires or lubrication?
- through your children?
- through your wife?
- from lodge or club?

Whom do you know?

- who sells you meat?
- who sells you groceries?
- who sold you your wedding ring?
- who fixes your watch?
- who sells you hats?
- who sells you suits?
- who sells you shoes?
- who sold you your dog?
- who sells you office supplies?
- who s[illegible] your Election Board?
- who is your painter and decorator?
- who sold your wife her fur coat?

Whom do you know?

- who runs your delicatessen?
- who manages your local theater?
- who tends your dog when he is sick?
- who appraises real estate?
- who sells used cars?
- who made your awnings storm windows screens
- who is your physician?
- who is your dentist?
- who is your druggist?
- who heads your Draft Board?
- who is your son's or daughter's Scoutmaster?
- who sold you your piano?

Whom do you know?

- who gives your children music lessons?
- who sold you your refrigerator?
- who is a nurse?
- who is your lawyer?
- who owns the hotel nearest you?
- who made your latest family photograph?
- who edits your local newspaper?
- who is your best luncheon club friend?
- who are your buddies in the American Legion?
- who heads the local Parent Teachers Association?
- who owns the dairy where you buy milk eggs butter?
- who sold you your furniture?
- who stores your rugs?
- who does your dry cleaning?
- who sold you spectacles?
- who is your florist?
- who is the most popular undertaker?
- who is chief of your fire department?
- who is your local Building and Loan man?

Whom do you know?

- who is on your police force?
- who heads the Lions Club, Kiwanis etc?
- who manages or owns the Five & Dime store?
- who sold you your lightning rods?
- who insulated your house?
- who is your public stenographer?
- who is your telegraph man?
- who is your express man?
- who sold you your fence?
- who owns your lumber yard?
- who scrapes your floors?
- who is your postmaster or letter carrier?
- who serves you lunch?
- who cuts your hair?
- who bought that new house in your neighborhood?
- who plays the organ in your church?
- who prints your stationery?
- who is principal of your high school?
- who sharpens your lawn mower?
- who hung your venetian blinds?

Whom do you know?

- who is your Justice of the Peace?
- who services or sells oil burners?
- who does your plumbing?
- who screened your porch?
- who reupholstered your chair?
- who soles your shoes?
- who heads your bank?
- who owns your bowling alley?
- who repairs your radio
- who owns your hardware sto[re]
- who is your local job printer?
- who plays bridge with your wife
- who dresses your wife's hair?
- who sells you tobacco?
- who sells you railroad tickets?
- who lives next door to you?
- who was best man at your wedding?
- who sells you coal or oil?
- who was the groom at the last wedding you saw?
- who sells you fishing tackle?

LEADS FOR DISTRIBUTORS TO FOLLOW UP

Most dealers are notoriously lax when it comes to following up leads sent them by manufacturers. Sometimes it is because they do not have the manpower to do it; sometimes it is because they have followed up a few leads and concluded the results were not worth the effort; but usually it is just plain laziness on the part of the dealer or his outside salesmen.

There are three rather important principles involved in getting dealers to cooperate in following up leads: (1) Only good leads should be forwarded to the dealer for follow-up. Mere requests for a catalog or a free booklet should be handled direct by the manufacturer, using a request-for-further-information card with the mailing. When these cards come back they are immediately passed along to the dealer. (2) The lead or inquiry should be carefully and promptly acknowledged, mentioning the dealer by name, and stating the inquiry has been forwarded for his attention and that he or one of his representatives will call. A carbon copy of this letter should be sent to the dealer along with the *original* inquiry. (3) If a dealer does not follow up an inquiry or a lead within 10 days he should get some sort of a memory jogger. If he does follow up the lead, a letter over the signature of the territorial salesman should go to him offering further help if he needs it. The purpose of this is to let the dealer know you attach importance to the lead and the way he handles it. Naturally, if the manufacturer places little value on the inquiries he receives, the dealer won't think much of them either.

Distributors are inclined to cooperate more fully in follow-up advertising leads than dealers, who do not always have the outside organization to do it. Patterson Brothers, a New York machinery distributor, goes so far as to make a report, on a form of its design, to all manufacturers who send in inquiries to follow up. Along the right-hand margin of the form a thermometer chart is printed. This is used by the Patterson sales manager to indicate the potential sales value of the inquiry, after he receives the report on a call from his salesman. This plan of evaluating the worth of the inquiry, and informing the manufacturer's advertising department of it, is greatly appreciated by the manufacturer. It also works to the advantage of Patterson Brothers, since manufacturers send more leads when they know the leads sent will be intelligently followed up. Advertising managers are glad to get these estimates since it helps them to convince the

company that the money spent for advertising is producing actual sales.

A simple plan used by Robert H. Clark Company, Beverly Hills, California, to advise distributors of inquiries received from advertising, and at the same time make it easy for their salesmen to report *directly* to the manufacturer, is to use double government post cards. The message side of the card gives the name of the person making the inquiry, stating the product in which he is interested. There is also a brief "sales" talk about the growing demand for this particular product and its principal sales points. The reply side of the double card is used for the report. The salesman who makes the call indicates: (1) The size of the order obtained; (2) if no order was placed, when the prospect might be in the market again; (3) what further technical information was required to close the sale; or (4) if the salesman lost the order, the reasons why he lost it.

OTHER WAYS TO GET INQUIRIES

An analysis of methods commonly used in securing inquiries and leads shows 13 variations of plans, all of which are well known to advertising men. The following methods are in general use:

1. Customary advertising campaigns with appeal for inquiries, which are turned over to salesmen.
2. Mailing reprints of advertisements to buyers with enclosure of return card calling for more information.
3. Mailing letters to selected mailing lists, particular success being secured when separate letters are mailed to each class of buyer and the letters made more applicable to buyer's business.
4. Offering a small sample, either in the general advertising or the letter work, to find out who is interested in the product.
5. Featuring service and selling help in trade-paper advertising.
6. Preparing book with unusual appeal to buyer or his clerks, making it deal with some problem with which the buyer is confronted; this book to be offered free or at a very low cost to develop leads.
7. Watching the local newspapers for leads or employing a clipping bureau to furnish the right kind of items on a bigger scale.
8. "Club offers" or special assortments offered in broadcast manner.
9. "Booster" and "Associate Salesman" plans based on prizes to cooperating customers.
10. Taking advantage of fairs, exhibits, food shows, business shows, etc.
11. Placing on return post card a choice of several plans, any one of which will be furnished upon return of card. (Cont. on page 138)

NEW! MORE USEFUL AND FASTER AD INQUIRIES

Design News now offers advertisers a new computerized program of reader service inquiry handling Immediate benefits to advertisers are 1) Inquiries are handled faster to speed sales leads to advertisers 2) Advertisers receive a continuing summary of total inquiries obtained from each ad, 3) The inquiry "package" sent to advertisers includes a pre addressed gummed label to facilitate response to inquirers plus a file copy which contains information on the product advertised, the inquirer's name, company affiliation job title and phone number, 4) The new system provides a master file covering all inquiries for a period of 18 months 5) The system now makes pos sible almost instantaneous comparative studies of the inquiry pulling power of ads related to page size even color In short faster more useful sales leads from Design News the design engineer s idea magazine!

Design News A Cahners Publication—*in the climate of excellence*
3375 So Bannock St., Englewood Colo 80110

Many business publications include "bingo cards" on which readers circle the numbers referring to advertised products in which they are interested. The publication notifies the advertiser of the inquiry. Here, Design News announces its computerized program for speeding up inquiry procedures.

FOLLOW-UP THIS SACONY CUSTOMER

Here's a potential sale The card below is addressed to a really interested customer who took the time to write us asking where to buy Sacony fashions We've already given her your store name but she's much more likely to come in if you send her this personal invitation

Sacony

SIGN TEAR OFF AND MAIL THE CARD BELOW, TODAY!

we invite you to see
the new Sacony fashions
you asked about at:

Lord & Taylor
Fifth Avenue
New York, N.Y.

Form used by one national advertiser in referring consumer inquiries to dealers It not only provides dealer with data on the inquiry, but serves to impress upon him the extent of the advertising support he is getting from the manufacturer. Previously, this advertiser had used a questionnaire type of form, which had a place to check the source of the inquiry, the publication in which the advertising was seen, and other information. Experience with the form indicated that a shorter, simpler method of passing along inquiries was just as effective, and saved considerable work in the advertising department

12. Offering to send advertising novelty, such as address book, quota card case, billfold, old-fashioned quill pen, etc., to any executive who sends information needed to determine class of prospective buyer.
13. Sending card to present users requesting them to give you names of two other executives who should be interested in same proposition.

Regularity of Appeal: A series of mailing features of timely interest, such as blotters carrying monthly calendars, for example, or snappy testimonials, often serve to stimulate interest and make inquiries easier to get.

Teaser Features: Mail an attention-getter to stimulate curiosity a day or so in advance of main appeal. In one case two post cards reproducing news items were mailed in advance of the announcement of new styles. Successful use has also been made of "stunt" letters, unusual in size or striking in color.

Fictitious Personality: When used with tact and discretion, this often brings results where straight selling tactics fail. Jim Henry, Mennen salesman, can put over arguments and make direct appeals which would sound offensive if signed by an officer of the company. A fictitious character of this sort can freely indulge in humor, sarcasm, and good-natured "kidding"—powerful weapons, at times, but generally dangerous over a sales manager's signature.

Using Old Customers to Get Leads: One never-failing method for getting new business is to capitalize the good will of old customers. In the insurance field salesmen are trained to do this themselves, and it has been estimated that more than half the new business written every year is the result of leads passed along to a salesman by a friendly policyholder. This idea has been carried even further in some of the high-priced equipment fields, such as automobiles and household appliances, where "Booster Clubs" are organized among present users, and a definite program set up to make it worth while for them to put salesmen in touch with friends and others considering purchasing a new car, refrigerator, radio, or whatever it might be.

The Automobile "Sales Associates" Plan: Several automobile companies have used owners as "bird dogs." Each salesman is urged to build up a sales organization of his own, composed of 10 owners. A book detailing the plan, selling the salesman first of all on the general idea, and then giving him concrete suggestions for training associates, serves as the backbone of the

CHAPTER III

SECURING LEADS AND PROSPECTS

SUGGESTED ACTION	METHOD UNDERSTOOD	PERFORMANCE (Effective)				
Plan the Survey of Physical Prospects in your territory	☐	20%	40%	60%	80%	100%
Master the various Classifications of Human Prospects	☐	20%	40%	60%	80%	100%
LEARN HOW TO USE THE FOUR GUILD PROSPECT CARDS	☐	20%	40%	60%	80%	100%
Assist your manager in securing a maximum number of Interested Prospects	☐	20%	40%	60%	80%	100%
DEVELOP THE CUSTOMER LEDGER PLAN IN YOUR TERRITORY	☐	20%	40%	60%	80%	100%
DEVELOP THE PLANNED CANVASSING PROGRAM IN YOUR TERRITORY	☐	20%	40%	60%	80%	100%
Conduct neighborhood canvass around every job you sell	☐	20%	40%	60%	80%	100%
Make observational surveys turn into sales	☐	20%	40%	60%	80%	100%
Secure leads from your satisfied customers	☐	20%	40%	60%	80%	100%
ENLIST THE COOPERATION OF CONTRACTORS, ARCHITECTS, AND REALTORS	☐	20%	40%	60%	80%	100%
Ask each prospect for a prospect	☐	20%	40%	60%	80%	100%
Plan your procedure for following fire, flood and storm losses	☐	20%	40%	60%	80%	100%
Capitalize on the Property Transfers in your territory	☐	20%	40%	60%	80%	100%
Develop the art of reciprocal sales relations	☐	20%	40%	60%	80%	100%
Make your friends and acquaintances your boosters	☐	20%	40%	60%	80%	100%
PLOT THE FOLLOW THROUGH ON YOUR PROSPECT WORK	☐	20%	40%	60%	80%	100%

A step-by-step program for helping agents to get more and better leads used by an insurance company. Note provision on the plan sheet for agent to rate himself on performance as well as understanding of each particular step in the proposed plan.

campaign. The book, in this case, carried the load for the salesman. The plan follows:

1. You are privileged to choose and appoint not more than ten "Sales Associates"—men or women who, because of the nature of their occupations or their locations, will be able to put you in touch with as many prospective car buyers as possible.

2. These "Sales Associates" are to be paid, within twenty-four hours, whenever a sale results from their aid or information. The following rate of payment is recommended:

> (The schedule of compensation cannot be shown here. It began at $7.50 for any used car valued at $200 or more, and $10.00 for the lowest priced car in the company's line. The compensation for the highest priced car was $25.00.)

Compensation is to be paid only upon actual deliveries of cars to persons whose names have not been previously filed and canvassed within thirty days. You must make every effort to convince your sales associates of your good faith in this respect—arrange to let them see your actual records of prospect cards showing the exact dates of your contacts with each prospect.

(Amounts are recommended for this reason: If they are made higher, it is often difficult to make the sale because the margin of profit becomes too narrow, while if the amounts are reduced to any considerable extent, the whole proposition becomes less interesting to your sales associates, and you will not get any real cooperation from them.)

3. The compensation to your sales associates will be guaranteed in writing by the house, and actually paid out by the house, but will be prorated or split between yourself and the house, the house paying one-half and you paying one-half.

This system has a big advantage. Since the commissions are pledged by the house instead of by the individual salesman, your sales associate is bound to feel more secure and is far more likely to work harder.

4. The best kinds of sales associates are to be found among the following:

Storage Garages
Repair Garages
Tire Companies
Oil and Gasoline Stations
Apartment House Janitors
Salesmen of Lower-Priced Cars
Employees of Beauty Parlors and Barber Shops
Telephone Operators in Apartment Hotels
Laundry Wagon Drivers
Chain Store Managers

These are just suggestions—use your own judgment bearing in mind that what you are after is the type of person who gets a chance to meet car owners and to overhear car discussions.

5. In order that the sales associates shall have, in writing, a definite pledge over a responsible signature, assuring them that the agreed commissions will be promptly paid you should see that the following letter is sent by the dealer or distributor, to each of your new sales associates:

Dear Sir:

Mr. Blank, sales representative of this company, told me this morning that you are willing to act as a Sales Associate on the basis of the plan that he explained to you.

The Etaion Shrdlu Sales Company of Blankville hereby agrees to pay you for furnishing the name and information regarding any prospect for a new car or a used automobile valued at $200 or more, provided (1) we are able to sell the prospect such car at retail within thirty days after you register it, (2) and that we have not actually solicited the prospect within thirty days previous to your turning in the name.

Our actual dated records of all such solicitations are open to your inspection at any time, and we pledge you our utmost fairness in this respect under all circumstances.

In every case, the sum due you for furnishing the name and whatever other useful information you can provide will be paid to you either on the day the car is delivered or on the following day.

This agreement may be terminated without previous notice by the Etaion Shrdlu Sales Company of Blankville in case you are unable to maintain reasonable activity. However, if this agreement is terminated you will be paid any amounts that may be then due you for names previously furnished and for such deliveries as may within the next thirty days be made to prospects you have turned in.

I am delighted to welcome you into our happy car family, and I hope and expect that our mutual relations will be both pleasant and profitable.

Sincerely yours,
(Signed)

Accepted:

(Signature of Sales Associate)

Merchandise Prizes for Leads: Another manufacturer has organized a "Booster League," the purpose of which is "to intensify and profitably direct the force of owner good will." A part of the program is to get customers to report names of prospects. For each prospect sold the owner is awarded a certificate indicating credits earned and having a wholesale merchandise value of about $5 to $15 depending on the make or model of car sold.

A large building materials dealer in Chicago pays manicurists, barbers, beauty parlor workers, and other people who have opportunities to visit or do business with women for the names of people who may be planning on building new homes or making general repairs.

Employees have friends, many of whom may be in the market for the products you make or sell. These leads when followed up by a salesman often result in sales. To avoid conflicting with the Wages and Hours Act, employees should be allowed to make such contacts on company time, or at least not encouraged to do it on their own time *after* working hours.

A local distributor of refrigerators, ranges, dishwashers, etc., in Buffalo, New York, offers a 2 per cent cash commission to the

employees of a large, nationally known organization for information leading to the sale of one of its products within 60 days. Printed slips were prepared for names of prospects and distributed to employees.

Five Dollars in Cash or Merchandise: A refrigerator manufacturer encourages users to send in the names of friends and acquaintances who may be prospects for the company's product. Rewards take the form of either cash or merchandise to the value of $5 for each sale completed with a prospect within 30 days after the name has been submitted by the user. Customers are given a booklet of 10 coupons to be used in sending in names of prospects. Should a check-up show that the prospect has already been approached, the user is so informed and is told that his name is ineligible for a reward if a sale is consummated. Another feature of this reward plan is an accessory merchandise catalog which lists material suitable for merchandise rewards.

Employee Contests: During a period of slow business, household appliance manufacturers rolled up a lot of highly desirable business by offering prizes of their own products to employees who turned in hot leads. All employees were furnished with special blanks, which they made out in duplicate. On these they reported the names of any friends or acquaintances interested in

Date______ Expires______ Sold______
Customer______
Address______
Prospect for______ Earnings______

EQUITABLE GAS COMPANY — PROSPECT SLIP

Equitable Gas Company
Sales Promotion Department

Date______19____

Please have salesman contact:

Customer______ Phone No.______

Street______ Location______

I have talked personally with this customer about:

☐ CP Gas Range	☐ Gas Radiant Heater	☐ Gravity Warm Air Gas Heat
☐ Gas Refrigerator	☐ New Freedom Gas Kitchen	☐ Hot Water or Steam Gas Heat
☐ Gas Water Heater	☐ Cooking Vapor Removal	☐ Year 'Round Gas Air Conditioning
☐ Gas Laundry Dryer	☐ Gas Conversion Burner	☐ Gas Unit Heater
☐ Gas Circulating Heater	☐ Forced Warm Air Gas Heat	☐ Commercial Process Heat

Other Equipment______

Remarks______

Employe______ Department______

Company______ Location______

If Urgent—Call GRant 7600, Extension 750' . . . Confirm Call with Prospect Slip

Public service companies, both gas and electric, find it profitable to use employees as "bird dogs" for the sales department. Employees turn in leads on slips like this which salesmen follow up. Employee is credited with a certain number of points for each lead closed, the accumulated points are good for merchandise prizes.

purchasing an electric fan, percolator, waffle iron, mixer, refrigerator, electric range, or any other electrical product. One of these blanks was turned over to the local dealer to follow up and sell; the other was turned over to the salesman calling upon that dealer to make sure that it was followed up. The same idea has been used by a number of public utility companies to promote sales during an off season. As a rule such drives center upon one particular product which the dealer distributes exclusively in his community. The promotional matter and sometimes the prizes for such a campaign are furnished by the interested manufacturer.

Press Clipping Bureaus: In this way it is possible to receive clippings from papers all over the country which may suggest opportunities for sales. An office building in Omaha burns down; here is a chance for some salesmen and dealers to sell a lot of new office equipment, loose-leaf books, stationery, etc. Some businessman is promoted in a big industrial concern, dozens of others get a step up and corresponding salary increases. These are prospects for bond salesmen, life insurance salesmen, real-estate agents, photographers, and automobile salesmen.

New Incorporations and Business Expansion: Many trade papers and financial publications contain departments giving this information. It is an excellent plan to send salesmen weekly bulletins giving a digest of all such news (concerning their industry) so that they can in turn pass the tip on to local dealers and distributors.

Systematic Sifting of New Orders: In this way new leads for sales can be opened up. When one salesman finds a new outlet for your product, a letter should at once be dispatched to all salesmen urging them to get after that line of business. This tends to encourage salesmen to go after new avenues of distribution because of the credit they will get. An auto blanket manufacturer has sold enormous quantities of blankets through men's furnishings stores by following this plan.

Cooperation with Salesmen in Related Lines: In almost every line of business there are other products, the sale of which paves the way for selling your line. When a duplicating machine, for instance, is sold, it is a simple matter to sell the same buyer an addressing machine. When a druggist agrees to stock electric razors, it is easy to sell him beard preparations. Some concerns find it profitable to put the salesmen in these related lines on their mailing lists to receive all advertising matter. They find it

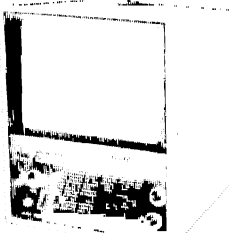
stimulates better relations, and quite often results in these salesmen putting in a good word for them.

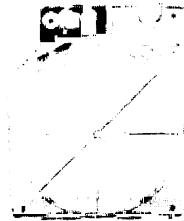
Capitalizing Advertising Good Will: Where a mailing list of either customers or prospects is worked by a concern systematically, it is quite often possible to get many live leads by an appeal for cooperation. A man may not be in the market himself, but will be glad to tell you of someone who is if you ask him in the right way. A good plan to get leads in this way is to publish some sort of helpful booklet, with only an incidental advertising flavor, and mail this out to the list with a tactful letter. Such a plan will invariably bring in a lot of testimonials when worked on a list of old customers. Much of the success of this plan, however, depends on the utility value of the book.

FOLLOWING UP LEADS AND INQUIRIES

Since inquiries, as well as leads, cost the company real money, salesmen should be required to follow them up promptly and report on them regularly until the prospect has been sold. Some opposition to this plan exists, principally among concerns that are not careful as to what kind of inquiries they forward to their salesmen. It is obviously impossible to expect a commission salesman to spend his entire day chasing leads sent to him by the home office, the great majority of which are nothing but curiosity seekers, when he has live prospects of his own to follow up. Yet the fact remains that salesmen operating under a plan where leads, after being sifted, are forwarded to them and definite reports are required, make more money and close a higher percentage of leads than when they are just passed along to the salesmen and forgotten. Sending a salesman a stream of leads keeps him from becoming discouraged. He can usually plan his day's work so that in addition to making the calls he had planned, he can take care of an inquiry or two besides. In that way a definite reduction of sales cost results. But it is important the leads be screened to get out curiosity seekers, who only waste the salesman's valuable time.

National Cash Register Plan: Getting leads effectively followed up is a more acute problem for sales executives under present business conditions than it has ever been, and in many organizations specific plans for checking up the work of salesmen have been developed to ensure prospects being carefully followed up and every effort possible made to turn such interest

Mark IV and Mark V

MARK IV *Rear Screen Projector*	MARK V *Front Screen Projector*
Ideal for individual instruction or small group viewing and listening. Single and multi-use listening jacks are provided on both models	Designed for small and larger group use. Separate speaker built into detachable case cover for increased sound capability

With the FAIRCHILD *8mm Sound Cartridge*

A new technique of packaging and projecting film for lower cost and increased convenience in using sound-motion pictures

NO FILM HANDLING, THREADING OR REWINDING

FAIRCHILD

I would like more information about the Fairchild products checked.

MARK IV AND MARK V PROJECTOR AV 400" PROJECTOR

Name

Position

Firm

Address

City Zone State

How to get extra mileage in stimulating inquiries is exemplified by this advertisement. First, the ad forms the back page of a four-page reprint of an article about the company. Second, the coupon is not limited to postage-stamp size, but offers generous space.

into new business. An interesting plan that makes a daily check-up on salesmen's efforts is used by some branches of the National Cash Register Company.

This plan is developed around two 3½- by 5-inch cards. One of these is a "master card" and is printed on white stock. The

other is known as the "salesman's card" and is printed on blue stock. The master card is a permanent record and remains in the file all of the time. Besides keeping all the information concerning the prospect where it will always be available, it acts as a check in following up the salesman's work with the prospects which the sales manager can use.

As soon as the prospect is located, both cards are completely filled in. In the event he has been discovered by the salesman, which is the usual method, the salesman sees that all of the information he has been able to uncover about the prospect is entered on the blue card. This information is then transferred to the master card by a clerk whose whole duty is to keep the file in order and to see that salesmen follow up prospects promptly. Space has also been allowed on the cards for noting other ways in which the prospect may have been located and this information is shown on the face of both cards.

Each morning the clerk in charge of the prospect file runs through his file and pulls out all of the salesmen's cards for prospects which should be called on that day. These are then placed in a smaller file where salesmen are required to pick up the cards belonging to them each morning after they leave the daily sales conference.

When a salesman makes a call on the prospect, he is required to note the date of his call and the date of the next call in the event he was unable to close with the prospect on the first call. He is also required to report what he did when he called and to explain why he did not get the order. Space for all of the foregoing information is provided on the reverse side of the card.

All salesmen are required to turn in the "salesman's card" as soon after making the prospect call as possible and when the file clerk finds such a card missing from his file, he checks up with the salesman to find out why it has not been returned and to see if the proper information has been entered on it. In this way a daily check-up is made on each salesman in the organization as to his activity with prospects, and this arrangement ensures that prospects will be followed up carefully at the proper time.

Determining the Cost Per Inquiry: When it is desirable to know how much leads cost—particularly leads developed through circularizing large lists—some sort of office record should be kept. The most practical method to do this is to print up some 9- by 12-inch envelopes (see Chapter 38—"Controlling Sales Promotional Expenditures"). This permits keeping a record of re-

turns and costs on the face of the envelope, and copies of the mailing piece, enclosures, etc., may be filed within the envelope.

The importance of a systematic method of developing leads from a carefully selected mailing list is evidenced by the experience of those companies selling equipment direct to the user. In the case of one large office equipment company, more than half of its prewar sales were the result of inquiries or leads developed by the sales promotion department. In addition to turning over this large volume of leads to the sales force, this company was able to close enough leads by mail in open territories not assigned to salesmen to pay the entire cost of operating the department; that is to say, the margin in the selling price for salesmen's commissions was sufficient not only to cover the cost of the mail sales effort, but to carry the cost of operating the sales promotion department as well.

INQUIRIES FROM NATIONAL ADVERTISING

Large national advertisers, as a rule, do not seek or desire inquiries from consumers. While they are interesting as an indication of the "pulling power" of an advertising medium, these advertisers usually sell through dealers who look down their noses at leads. The big packers, for example, are restricted by the Federal Government as to the classes of buyers they can sell. It is a policy of such companies to lean over backwards to avoid giving the impression they sell to consumers. They usually have no established procedure for handling inquiries received from consumers, except to pass them along to a wholesaler. But even that is not as simple as it may seem, because a company whose products are widely distributed and sold might alienate a number of wholesalers in a locality, if he sent a lead to only one of them. A manufacturer selling through exclusive dealers would not, of course, have this problem.

Yet these people who write in to get information about what an advertised product costs and where to buy it locally, offer both a sales promotional and a public relations opportunity. A food company uses a form letter, with a colorful little booklet describing the products it makes, for this purpose. The letter states that the product is sold by "nearly all the better grocers but if you find your grocer does not stock the product, return the card giving the grocer's name and address." The card is then referred to all wholesalers serving grocers in that locality, and usually results in a wholesaler's salesman opening a new account.

Another national advertiser, after finding wholesalers did not thank him for sending inquiries to them, refers the inquiry to the company's public relations department. A suitable booklet about the product and its many household uses is promptly mailed to the inquirer with the suggestion the product can be purchased at the leading food stores, such as Jewel Tea, Kroger, or Atlantic & Pacific. This company contends it pays to make friends of anyone sufficiently interested to spend the time and postage to answer its ads.

A recent check made by a Dartnell staff editor of 35 national advertisers, however, shows that only 10 of them take the time or trouble to even acknowledge inquiries received from magazine advertising. They consider that the cost of handling such inquiries is out of proportion to the sales resulting. What they overlook is the loss of sales occasioned by consumers who feel slighted by not receiving an answer to their letter. They go out of their way to tell their friends about it.

"Operator 25" Dealer Inquiry Service: In cooperation with the Distribution Council of National Advertisers, Inc., a nonprofit organization sponsored by the Association of National Advertisers, the Western Union has developed an inquiry service, whereby advertisers may mention in their national advertisements that the names of local dealers selling the product will be furnished over the telephone by calling Operator 25. The service covers cities where there are independent W. U. facilities. The advertiser using the service furnishes Western Union 3- by 5-inch cards listing its dealers in the cities that it wishes to cover, stating (1) the name of the city, (2) the name of the dealer, (3) the name of the national advertiser, and (4) the name of the advertised product. These cards are sent to the New York headquarters office of Western Union. The basic charge for the service is on an annual contract basis.

This service solves the problem of tying dealers directly into a national promotional campaign. Advertisers who have used the service seem to feel that it is of real help, not only from the standpoint of making it easy for consumers to buy a product, but in making national advertising more important and profitable to the dealer. An executive of the A. H. Pond Company reports the following experience with the use of the service in promoting the sale of "Keepsake Diamond Rings":

Our fall campaign consisted of 55 ads in 16 leading magazines, spearheaded by 6 full-page ads in *Life* magazine—some in full color—the *Post, Look* maga-

zines, and 13 others. Now the results that I know you are interested in are as follows:

The total number of calls received in August, the first month, was 352; in September, 312. We know that in those first 2 months there were many test calls, dealers checking to see if they were identified, prospects who had read our trade ads and wanted to see who was being identified in their trading areas. When we reached October, and we feel that October was the average month, we had 373; November, 267; December, 452. I'd like you to keep in mind that a diamond ring is a lifetime purchase. There is possibly one in each household. It is not an item that is purchased frequently, where there are two or three owned by every member of the family. So, on the basis of inquiry possibly these numbers could be multiplied by a hundred times to your local product or the one that you are interested in selling and in advertising. But roughly, these 1,500 to 2,000 inquiries were very important to us. That number of diamond rings would run into a good share of money.

The next important result was the new dealers. We know that we opened many new dealers on the basis of this plan. We had a strong increase in mail orders this fall season. It was indicated to us as a result of this program, because our dealers ordered by advertised set names and not by code numbers that they usually order by. This was an indication to us that the public had been demanding our product by the trade name.

The fourth result was that dealers have frequently written to us that they made sales as a direct result of calls to "Operator 25." Therefore, we have realized an increase of business as a result of the Operator 25 program and this demand by the public for our brand name has increased the value of our franchise in the minds of dealers.

Follow-Up to the Customer Only: For small companies or organizations with no direct control over their eventual point-of-sale outlets, it is difficult if not impossible to stimulate aggressive follow-up by the dealer organization, and it becomes necessary to depend upon the initiative of the customer.

The S. and Z. Manufacturing Company, maker of women's undergarments, invites inquiries by offering a color selector which shows the colors in which its slips are made and also contains small swatches of the materials used. These inquiries are not referred to the dealers, but when the company sends the booklet to the consumer it encloses a letter giving the name of the nearest dealer.

An ingenious way of cutting down the home office's work in assigning such inquiries to dealers is employed by The American Fluresit Company. The acknowledgment letter invites a second, more detailed letter after receipt of the initial inquiry. The prospect is asked to fill in and return a form attached to the letter. His doing so is pretty good proof of genuine interest.

In addition, the form asks the customer to give the name and address of his dealer. If the prospect is already on buying terms

with one retailer, he will probably go there first no matter what the company suggests. Secondly, paper work in the home office can be substantially reduced if the inquirers who know their dealers can be pulled from the general group before further checking. In the third place, the charge of possible favoritism by the manufacturer in assigning prospects can be avoided. Finally, the percentage of inquirers who already know their dealers offers an interesting check on the effectiveness of the company's distribution pattern and on the effectiveness of local tie-in advertising.

Mail Follow-Up to Customer and Dealer: Most smaller companies not only send an acknowledgment to the prospect, but use some method of getting the prospect's name to the nearest retailer as well. Among the organizations which do this primarily by mail is the Charis Corporation. An officer of the company commented:

> In our national magazine advertising we offer a free copy of a style booklet. The customer receives a copy of the booklet and a form letter acknowledging her request and giving the name of the nearest distributor. A copy of the inquiry itself is sent to the Charis distributor in that particular territory, together with another form letter.
>
> The company as a general rule does not follow up to see what the dealer has done about inquiries. Until now, the only record we have kept has been of the total number of inquiries received from each magazine.
>
> Our zone department is now starting to use an interesting follow-up system It is a book called "Record of Inquiries." This offers, we believe. a thorough follow-up.

The "Record of Inquiries" is a book containing numbered reply post cards. In the front of each book is a sheet with columns headed "Source, Prospect's Name and Address, Phone, Date Issued, Deadline for Return, Corsetiere, and Results." This end sheet, which is on the same heavy stock as the post cards, thus becomes a complete history of each inquiry listed in the book.

A maker of women's dresses uses a similar technique. In response to an inquiry the prospect receives a booklet with a handwritten personal note across the cover addressing her by name and listing the dealers in her area—a much more human approach than the usual form letter, and probably no more expensive to handle. In addition, all the nonexclusive dealers in the area receive a follow-up form giving essential information about the prospect.

This organization has made double use of its advertising inquiries by an adaptable device. The promotional booklet sent to the prospect bears this note on the front page:

Here is your "Folio of Fall Fashions"... actual photographs of the latest Sacony fashions as featured in *Vogue, Harper's Bazaar, Good Housekeeping, Mademoiselle, Charm,* and *Glamour.* If you would like forthcoming issues of *Sacony Fashion Folios,* please write us—Sacony, 328 E. 42nd St., New York 17, New York.

Although most of the products discussed in this study are of a type which can expect repeat sales, only a few of the manufacturers indicated that any attempt was made to build a permanent list from inquiries for mail advertising.

Follow-Up by Company Salesmen: Instead of attempting to check on use of leads by the dealers by mail, some companies place the chief responsibility for checking upon their own salesmen. This is done in the hard goods field by the St. Charles Manufacturing Company. Inquiries are sent to those dealers who request them, and who agree to follow them up. In order to make the distribution efficiently and also as a means of ensuring the dealer's active cooperation, each dealer is required to submit an alphabetical list of the communities he serves and for which he wishes the names of inquirers. When dealers have a definite program for following these leads they get excellent results. Other dealers, either because they already have more prospects than they can handle or for lack of the necessary staffs, do not consistently follow up these leads.

Companies with branch offices or a chain of wholesale distributors ordinarily have the assignment of inquiries to individual dealers done at the branch or distributor level. This is the method followed by Libbey-Owens-Ford Glass Company and The Glidden Company, for instance. An interesting point was brought out by T. H. Turney, advertising manager at Glidden:

In general, we do about what other companies do: Advertising invites the request for a booklet, and the names of inquirers are passed down through the organization to the nearest dealer. The booklet suggests that the customer consult the dealer to get help in filling out a Color Recommendation Questionnaire. When this form is sent to us, an individual color scheme is worked out by our decorators for the prospect.

Because we do go one step farther than most and offer this service, we are in personal communication with many of our customers. It is a matter of pride with us that all these letters receive individual response. Most of the replies I write myself.

This has given us a great deal of good will. I am thinking of one woman in particular with whom I have been corresponding for years. Her husband's work has required them to move several times, and she has carried our story to her friends in each new community. Multiply this by several hundred cases and the result is the best kind of advertising.

Another company which makes a point of getting individual customer reactions is Evinrude Motors. Inquiries are sent to the nearest dealer; the purchaser gets a registration card with his motor. When this is filled in and sent to the factory, a warranty certificate is issued. A second letter is sent 6 weeks later—a friendly note, asking how the motor is behaving.

Rating the Value of Inquiries: One way to reduce the number of curiosity seekers, or worthless inquiries, is to charge for advertising pieces.

"Our national advertising invites inquiries," said one sales manager, "but we also ask that the inquirer send us 10 cents to cover part of the cost of the book which we send and the mailing expenses.

"We have followed this procedure for the past 2 years. Previously we had offered our literature without charge, and still earlier we had used coupons in our advertisements, but we were obliged to discontinue both those practices in order to eliminate the more casual inquiries and produce response from those definitely interested in our product."

On the other hand, the experience of Libbey-Owens-Ford may be cited. Current advertising contains a buried offer of two booklets, one of which is sent without charge and the other is sent for a dime. The company reports: "Offering a free booklet or charging for it has made no difference in our volume of response."

· Most sales promotion men agree, however, that a buried offer —that is, a booklet offered in the body of the copy and without any coupon—seems to produce a higher quality of inquiries. At least the prospect who replies to such an offer has been sufficiently interested to read the whole ad.

Another rating technique is to reply to the initial inquiry in such a way that the interested prospect can get further information by doing a little work himself. This is the technique described by The American Fluresit Company and The Glidden Company. It is also used by Minneapolis-Honeywell Regulator Company, according to William B. Walrath, Jr., advertising manager: "We did attempt during the war to rate inquiries by including a post card with the booklet sent out. These cards included space for the person making the inquiry to give us information as to the type of home and heating system he had, or information about his intentions in building. We thought it safe to assume that anybody making a second inquiry in this way was a particularly good prospect, and as soon as we were in a position to supply the equipment we forwarded these cards to our branches for allocation to the dealers."

Present thinking in regard to advertising inquiries is in agreement on the following points:

1. The inquirer should receive a prompt response, offering a specific reason for visiting the dealership to get further help.
2. A copy of the inquiry should go to the nearest dealer, and to the salesman or wholesaler's salesman who will follow up.
3. In most cases the quality of leads can be improved by burying the offer in the copy and by charging a nominal mailing fee.
4. Annual study of results from a cross section of inquiries can lead to valuable suggestions for improving sales promotion.

Chapter 7

SALES PROMOTIONAL LETTERS

EVERY letter that goes out on the company's letterhead should be a sales letter. Either it should sell goods or it should sell good will.

That is why the standards of correspondence in any business are so important. The letter is the most useful tool in the modern sales promotion manager's tool kit, for it enables him to multiply his contacts with customers and prospective customers a thousandfold. Even businesses which regard their sales force as all-important could hardly operate without letters. The right kind of letters paves the way for the salesman, and enables the management to communicate overnight with the selling organization, including dealers and distributors. They provide a means of contacting and selling customers in out-of-the-way places where salesmen cannot profitably call. Yet, in spite of their importance to business, the majority of the business letters are colorless, drab, and ineffective. They are cluttered up with foggy ideas, useless words, and platitudes. They are stuffy, high-hat, and talk *at* people rather than talking *with* them. Where friendliness and good humor are so important, they are curt and tactless, giving one the impression whoever wrote them was carried away by his own importance.

Considering the thousands of letters which are written and mailed every month by even moderate-sized business establishments, it is unfortunate that so few companies make any systematic effort to take advantage of the opportunity their letters offer, to make friends for the business. What could be more profitable from a sales promotional and public relations angle than to have each letter, even if only a "thank you" from the credit department for a prompt remittance, carry a friendly handclasp and show appreciation for a mutually beneficial business relationship. It costs no more to write, type, and mail

a friendly letter than it costs for one which leaves the recipient cold. And it is of selfish concern to the sales promotion department to do what it can to make the letters sent out by all departments, no matter how trivial the purpose, be sales letters. At least they can sell good will.

Letters to Salesmen: Most important of all letters sent out by the sales promotion department are those to salesmen. The nature of the salesman's work and the need of maintaining his morale in the face of great discouragements require that any letter addressed to him should be morale-building. Too often some thoughtless person in the office becomes exasperated with a

Dear Jim

Did it ever occur to you that June is the biggest month in the year for promises? If you don't agree with me, think of the thousands of June brides who promise at least to love and honor--if not obey--this month!

Somehow or other, this business of promising seems to get into the air during June You promise yourself that you are going to get into some real fishing or that you are going to cut at least ten strokes from your game this summer The people you call on are promising themselves that it's going to be the seashore, the country, or Pike's Peak or bust before the summer is over They get into the habit of promising so deeply that they commence to "promise" orders

Just the other day, I overheard a buyer telling a salesman, "Yes sir, I am not going to do anything until later, after I come back from the cottage at the lake But, I can PROMISE that you will get the business " The buyer was full of good intentions, but the salesman did not get an order

You know the old saying that "Hell is paved with good intentions " Maybe that's why our summers seem to be getting hotter!

The point is this The extent to which we fulfill our promises depends upon the sincerity with which we make them and the effort we put forth to carry them out While you are in the mood for promising, let me suggest that you promise yourself the best summer's business you have ever written, and then strive to keep that promise

The June bride makes a promise for life I am only asking you for a 3 months' promise. Think it over and then sit down and write on the back of this letter what you are going to promise yourself in sales during the next 3 months.

I am going to expect you to keep your promise, too

Sincerely,

A letter to a salesman who is long on intentions, but short on execution.

Scott Paper Company uses different multicolor headings for its promotional letters, according to the product being promoted. Three letterheads are shown above.

salesman, and writes an ill-tempered letter which throws him off his "feed" for days. What such letters cost a company in lost business cannot be estimated. But they do untold damage. While there are situations which make it necessary to reprimand salesmen in writing, usually that can better be done when the salesman comes into the office. If it must be done by letter, the letter should be written by his sales manager *and no one else.*

Another bad practice is writing general letters which imply the recipient of the letter is loafing on the job. The salesman is urged to "pull up his socks" and get twice as much business next week just to prove that he can do it. Such letters may go over all right

during a sales contest where it is to the salesman's interest to put forth an extra effort in order to win, but they are sour as a steady diet. Merely telling a salesman that the company expects him to do his duty only suggests to him that whoever wrote the letter thinks he is not doing it. The letter should be constructive, appreciative, and hopeful—without slopping over.

The principal objection to the use of personalized general letters is that anything said in the letter is likely to be construed by the salesman to whom it is addressed as a "crack" at him. Some sales executives, for example, use letters of this type to tell about the nice business certain salesmen sent in during the week. In a general broadcast such items would not do any harm and may do considerable good. But if used in a personal letter, those salesmen who have tried their best without succeeding immediately jump to the conclusion that the sales manager is telling them about the other fellow in order to put them to shame. As a rule it is poor policy to do or say anything in a letter to a salesman which will break down a man's self-respect and self-confidence.

A recent survey made by the Sales Managers' Club of Boston to find out what salesmen wanted from their sales manager put appreciation high on the list. The feeling was general that too many sales managers are too prone to criticize a man for what he failed to do; too slow to recognize what he did well. Some sales managers refrain from too much back-patting on the grounds that it gives salesmen swelled heads. That is sometimes the case. However, there is a way of patting a man on the back, so that he will feel his good work is appreciated without causing him to feel that he has arrived.

Backing Up the Salesman: Most salesmen, rightly or wrongly, feel that their work is not appreciated and that they are not getting the support they should be getting from the house. They secretly resent the fact that most of the letters they receive from the office imply, even if they do not come out and say so, that they are not doing their part. But, they ask, what about the company? Is it doing its part to back me up? A salesman traveling out of Monroe City, Missouri, wrote as follows, to the editor of this HANDBOOK: "I have read many of your books and articles on selling and must say they are very good. But no matter how good a salesman is or how well he does his work, if his company does not back him up it is hopeless for him to try to build up his territory. It will surely slip away from him. For example:

Dear Sir:

Here is a way of improving your business and the impression you make upon your customers and friends.

Until now, such quality and color in stationery was available only in large orders. Cost was high due to expensive artwork, engravings and color printing. Now, at a fraction of that cost this beautiful stationery is yours in as

Illustrated two-color stock-letterheads are provided by a number of suppliers. Here, Atlantic Advertising uses its own product as the first page of a four-page folder showing the variety of designs available.

In a territory where the salesman contacts his customers evry 6 to 8 weeks, he calls on a merchant and the first thing the merchant throws at him is something that has transpired with the home office but which the salesman knows nothing about. Why is it that so many companies treat their salesmen like outsiders? Why don't they send them copies of letters written to customers? Why don't they do something to keep customers warm between calls? Why don't they do their part, as well as needle us to do ours? Why don't you write a book needling the sales manager for a change?"

It is easy for anyone who has sold goods on the road to understand this salesman's point of view. Some salesmen are truly the forgotten men of business. But it is not so much that they are forgotten, as it is that nobody at the home office takes the time or the trouble to write them an occasional letter telling them what is being done to back them up and make their job easier. Most of the things which a company does to back up its salesmen—such as good products, right prices, strong advertising, sound policies, etc.—are taken for granted by the salesmen. The smart sales manager or sales promotion man finds a way to make these taken-for-granted activities take on real importance in the eyes of the salesmen. The letters sent out to the field from

the sales department deftly discuss projects and activities which directly or indirectly back up the salesman and make it easier for him to sell. Take such a small matter as sending out letters or cards to pave the way for a salesman's call. After a year or so, the salesman accepts this kind of help as routine. He, perhaps, never considers what it costs, or how much it would mean to him sales-wise if the practice was discontinued. But just stop it and see what happens!

In the same way, sales promotions which a company undertakes to stimulate sales at certain seasons of the year, or to tie in with special weeks or occasions, all too soon are taken for granted. They are just something the sales promotion department does to make money for the company. Salesmen are apt to overlook that in making money for the company the promotion makes money for them, because it makes their job easier. This fact needs to be stressed in writing salesmen regarding the company's sales promotional program.

Because of the sensitiveness of salesmen to criticism, and the danger of sooner or later saying or implying something that will throw them off their feed, most experienced promotion men prefer to intersperse the dictated letters sent to salesmen with obviously general bulletins which are frankly broadcasts. It gives them an opportunity to say things that will be of a somewhat critical nature without hurting anyone's feelings.

There are many other ways that friendly, constructive letters can be used to build sales by building salesmen. Among these are the following:

1. Educate prospective customers as to the value of goods, and pave the way for the call of the salesman.
2. Secure new inquiries, which may be turned over to the salesmen for individual, personal effort.
3. Notify customer of approaching call of salesman in such a way as to break down sales resistance.
4. Remind salesmen to send in items for the sales bulletin, which effort will not only help the manufacturer and please the customer but incidentally aid other salesmen.
5. Coach salesmen on the proper extending of credit, so that there may be no doubt as to how far they may go in this direction.
6. Help salesmen make collections.
7. Follow up the call of the salesman, expressing appreciation of order, and so on.
8. Keep customers satisfied and happy in between the calls of salesmen.

TO ALL DISTRIBUTORS:

A lot of talking has been done for years about "Seasonal slump" in the refrigeration equipment business So much talk and thought has been given to it that it has become in many organizations an accepted fact Salesmen have been sold on it They believe it What is more regrettable--they practice it

I have "doctored" the subject of this bulletin to indicate what I think it is It is salesmen's slump Of course, the food merchant may be harder to sell but that is where real salesmanship comes into worth-while play During the winter months the merchant is making money and during the holiday season he is doing more business which should put him in a receptive frame of mind for new or replacement equipment

He is at the turning point where he can look back over his last summer's business and correct weaknesses in the way he conducted his enterprise and get set for doing a better job next year

Have you told him how he can invest in capital goods and not only have a better looking, more efficiently run business but can actually save money next year by so operating--also that he'll make a tax saving? Try it' Most of them will listen--and act'

Then, too, how about selling the entire Sherer line? Send your salesmen out to call on all the bakeries in your territory Not only will they sell Retardos but you'll be agreeably surprised at the prospects they'll turn up on regular coolers, combination and freezer coolers and reach-ins

Here's another one to try Send the boys out to call on florists Here again you will be floored by the number and variety of good sales and sales leads

Cold canvassed all the drug stores in your territory lately? No seasonal slump here It's the time for striking pay dirt on reach-ins and coolers

Now what brought all this up in the first place? One of our salesmen inquired if it would be okay for him to take Thanksgiving week off The usual talk occurred--"There isn't anything doing during Thanksgiving week anyway " Before I thought it all out I had AGREED' But it's the bunk' I can tell from the number of interested prospects dropping in at the factory Also our incoming coupons answering national advertising DO NOT DROP OFF So if your organization is experiencing seasonal salesmen's slump, go to work on them Now there's equipment for you Money in your pocket More money for the sales force Get yours while the going is good

Sincerely yours,

Distributors welcome constructive letters giving them sales ideas which they can pass along to their salesmen. Above is a good letter of this type.

9. Follow up old customers who failed to buy at the time the salesman called.
10. Follow up prospective customers who failed to buy when called on by the salesman.
11. Keep in touch with people or firms who were once customers but who have not bought for a long time, trying to find out why they have not bought, so as to overcome whatever obstacle may be in the way of a continuance of business relations.
12. Getting from successful customers experiences and expressions which may be used in letters to prospective users or as suggestions to less successful customers.
13. Work on customers who are buying less than they once did, and make suggestions as to the disposition of goods, and so on.
14. Explain special offers, unusual opportunities, etc., to the trade, making it easier for the salesman to get action when he calls.
15. Inject new life into discouraged salesmen.
16. Explain to salesmen about contests, prizes, etc.
17. Keep salesmen informed as to what is being done in their territories to help them, letting them know that the house is supporting them and ready to help wherever opportunity affords.

Letters to Distributors: Keep in mind when writing promotional letters to wholesalers and others who distribute your product that they are in business to make a profit, and there *may* be a way to make a bigger profit than by pushing your line to the exclusion of competitive lines. Of course, that is not true in the case of exclusive distributors—those who handle only your line—but it is amazing how many sales promotion men seem to think every distributor is "dead from the neck up" just because he is not continually pushing the sale of their product. Nothing will so neutralize interest in a manufacturer's line as letters which even mildly suggest a man doesn't know his business, or that you know it better than he does. He may not value his connection with your company nearly as much as you think he does. This is especially true since the sellers' market came to an end.

As in personal selling, salesmen and sales letters are most welcome when they come to grips with a problem which at the moment is uppermost in the mind of the recipient. These are called "live nerve" contacts. For example, conditions might have taken a turn and sent the distributor's sales force into a tailspin—perhaps a sudden fear on the part of customers that prices are going to drop. Such a situation calls for a factual letter from the wholesaler's suppliers, and you need have no fear the letters

won't be read with interest. Or it might be a seasonal slump. That is a headache for many distributors.

Letters to Distributors' Salesmen: Even though the distributor's salesman is not on the company payroll, he is very much a part of the company's sales organization. In fact, he might easily be the bottleneck in the company's sales operation. This is especially true in the case of a company which distributes almost entirely through wholesalers, and depends upon the wholesaler to push its products. The problem is complicated by the fact that the average wholesale salesman sells a thousand or more items, usually from a catalog or price list, and so far as he is concerned your products are just one more item in his line. But if there are good reasons why the wholesaler and his salesmen should push your products, perhaps in preference to competitive products, it is good sales strategy to find some way to keep those reasons before them. Writing them friendly, helpful, and factual letters may not be the best way to do this, but it is an easy and usually an effective method when the company cannot afford more elaborate promotions.

The type of letters which best motivate distributors' salesmen are those which aim to help the salesman improve his sales opportunities and make more money for himself and his company. Some of the most effective letters which manufacturers have sent out to wholesale salesmen have not mentioned the product in the letter. The theory is that anything a manufacturer does to help the wholesaler's salesman to greater success helps the wholesaler to operate more successfully, and thus he helps himself. It is not possible to write a salesman friendly letters about problems which bother him, without the salesman appreciating the lift. The name on the letterhead, the signature at the bottom of the letter, the occasional enclosures which accompany the letter all remind him of the company and the product it makes. He is bound to develop a friendly feeling for the company, and its products, and by the same token he is bound to reflect that kindly feeling in his conversations with customers.

A paper manufacturer selling an advertised line of book papers through jobbers, exclusive and otherwise, found that something more than trade-paper advertising was needed to get the volume required to operate the mill at a profit. This was before the war when paper had to be sold in a tough competitive market. So the sales manager for the mill hit upon the idea of employing a man who had been a top-flight paper salesman, but who had re-

cently retired, to do a fortnightly letter built around his experience as a book paper salesman. The idea was to bombard salesmen selling book paper to printers and publishers with selling suggestions, advice, and counsel. The only mention to be made of the mill brands which the company sought to promote was on the letterhead.

At first glance this indirect approach might seem like taking the long way home. But wholesalers are not inclined, as a rule, to get excited about giving out lists of their salesmen to manufacturers. In the first place, they prefer that communications clear through them. In the second place, they have their own ideas as to what brands of book paper they wish their salesmen to push. They probably have private brands which they like to think return a greater profit. Then, too, being human they harbor the suspicion that if they give out a list of their salesmen there is always a possibility it will fall into the hands of competitors who will promptly try to hire their men away by offering a better "deal." But the wholesaler, no matter what he distributes, has the problem of keeping his salesmen on their toes. He knows only too well that most of his salesmen are order takers. Few of them are doing a really creative selling job. But those who are using creative methods are getting more business. So, naturally, he is receptive to any plan or proposal which will help him to correct bad work habits in his sales organization, raise sights, and build the men into hard-hitting business getters. He has to decide between his natural reluctance to give out the names and addresses of his salesmen, and his desire to increase the stability and earnings of the business.

In the case cited, when the paper manufacturer explained that the letters he proposed to send out would be purely educational, and not "plug" either the company, or its brands excepting as they might be listed on the letterhead, the wholesaler could hardly turn down an opportunity to give his salesmen such practical help. Of course, the fact that the mill was well and favorably known to the wholesaler, who valued the franchise and hesitated to appear noncooperative, was also a factor. But at any rate, this mill was able to get 100 per cent of its wholesalers to cooperate, and the "Letters from an Old Paper Salesman to His Friends" went over with a bang. It was one of the most effective promotions the mill ever undertook. And the idea is just as good today as it was then.

This case is cited to impress upon sales promotion men, who are bubbling over with enthusiasm for the products they are

promoting, that in preparing letters for mailing to distributors' salesmen, too much shouting about the product's virtues and the house's reputation is unwise. This is especially true when left-handed jabs are taken at competitors whose lines may be distributed by the same wholesalers. The letters that ring the bell with distributors' salesmen are those which strive first to help them to be better salesmen, and second to sell more of a product or service.

Letters to Dealers: An examination of nearly 100 letters from manufacturers received by a hardware merchant in a suburban community, saved for the editors of this HANDBOOK, shows 70 per cent of them misfired. Only 30 letters out of the entire bunch were set aside by the merchant as being of sufficient interest or appeal to do anything about. The rest would have found their way into the furnace.

The most common fault in these letters was that they were too general. They did not get to first base, for to reach busy dealers, who like to "size up" incoming mail by the corner card on the envelope, the opening paragraph is all-important. If the letter doesn't come to the point quickly, and touch upon a problem close to the merchant's pocketbook, its chances of escaping the wastepaper basket are slim indeed. But, on the other hand, if it hits the merchant "where he lives" and talks *his* language, it has a mighty good chance of being answered. At least it will get favorable consideration. Even though a dealer gets a lot of mail, and a lot of long-winded letters from those who seek to sell him something, he is still eager for suggestions which help him make money or expand his influence in the community.

There are dealers and dealers. But by and large they are not moved by general statements about the merit or selling qualities of a product. They discount such statements as "self-pleading." Merchants are more interested in what other merchants have done with a product, and how they did it, than they are in what a manufacturer thinks about his own product. Merchants, perhaps more than most people with whom the sales promotion department deals, are profit-minded. It is not unusual to see a merchant go through his mail and read only the return card or order blank enclosed with a letter. He figures that he can get the profit information he wants more quickly that way and not have to read through what he calls a lot of "sales talk." Another fault in many letters is they talk too big, use too many $10 words and superlatives. It is better to understate your case than to overstate it.

Dealers want their facts straight and they want them simple. An advertising manager connected with a large manufacturer once said: "I was, until a few years ago, a retail merchant in a small town. I believe that a great deal of the appeal to the small-town dealer misses the mark because the letter is cluttered up with advertising jargon that the small merchant just doesn't understand, or if he does understand it, it fails to impress him. 'Distribution,' 'localized circulation,' 'broadsides,' 'consumer acceptance,' may impress the promotion man who wrote the letter, but they leave the merchant on Main Street cold." In the same way letters that preach, patronize, and assume that the merchant is not a smart operator are certain to find their way into the yawning wastepaper basket.

A study of letters used in promoting sales for a large manufacturer shows the wide application of letters in modern sales management and suggests ways in which you could use personalized letters more effectively in your own sales promotional activities:

1. To Reduce Resistance to Salesmen
   - (a) Letter developing new prospective customers.
   - (b) Letter to precede call of salesman.
   - (c) Letter acknowledging initial order to salesman—to customer.
   - (d) Letter to prospective customer who did not buy.
   - (e) Letter to prospective customer who promised to buy later.
   - (f) Follow up to both "d" and "e" prospects.
   - (g) Letter to customer by salesman back in house.
2. To Increase Sales to Present Customers
   - (a) Letter to trial customer to head off complaint.
   - (b) Letter to old customer who is buying spasmodically.
   - (c) Letter to old customer who had stopped buying.
   - (d) Letter to customer regarding special offers.
   - (e) Letter to old customers soliciting full line orders.
   - (f) Letter inviting old customers "to come to market."
3. To Stimulate Mail Orders
   - (a) Letter to "open territory" prospects about to start in business.
   - (b) Letter in answer to requests for catalog.
   - (c) Letter following up catalog emphasizing specials.
   - (d) Letter to nonresponsive inquiries requesting return of catalog.
   - (e) Letter to eliminate deadwood in mailing list.
4. To Ensure Use of Dealer Helps
   - (a) Letter asking for "dealer help" suggestions.
   - (b) Letter soliciting dealer's active cooperation.
   - (c) Letter acknowledging dealer help requests.
   - (d) Letter suggesting new ideas for dealer helps.

In the handling of correspondence of this type it is generally wise to use automatic typewriters. The letters are cut on paper rolls in the same manner as player piano rolls. After cutting, the rolls are filed, and when several letters of one kind have accumulated, the roll for that particular letter is placed in the machine. The machine automatically stops, whenever desired, at any place in the letter so that the operator can insert amounts, names of companies, or other subject matter.

FOLLOW-UP LETTERS

Present-day selling, except in the case of products sold on a one-call basis, resembles a siege. The salesman first has to investigate and build his plan. Then he has to decide just what plan of attack to follow, and how much effort he will have to spend on that account. No thinking salesman today follows the "once in awhile" method of calling for business. He goes after it systematically, deliberately, and keeps after it with the utmost intelligent perseverance. The same should be true of mail follow-up work. The sales problem should be carefully considered: (1) As regards the product and the margin of profit available for mail work, and (2) as regards the market and the opportunity to dispose of a sufficient volume to make the campaign pay. There are, of course, different factors in every business that must be considered, but the following will apply to most lines of industry:

1. Margin of Profit: Cost to manufacturer, plus fixed overhead (omitting sales cost) deducted from selling price. Use average unit of sale for computing this item.

2. Repeat Qualities: How often will the product repeat (or supply business) during the average life of an account? Use average figures. Multiply margin of profit on initial sale by repeat profit to arrive at a gross profit per account placed on books.

3. Good-Will Value of New Accounts: Determine roughly the extra business that will result through the establishment of additional good-will units. These figures may be secured by making an analysis of increased volume in any typical territory where number of new accounts has been materially increased over preceding year. Add to gross profit per account.

When you have decided just how much you can afford to spend to make a sale, the next step is to decide on the range of the campaign, always keeping in mind that in direct-mail work the larger the mailing the smaller the cost per sale. In other words, after the cost of preparing and creating the mailing pieces has been absorbed, you only have presswork and paper to add on to every additional thousand pieces you send out. A cam-

paign that will pay on one thousand names can be made to pay equally well on ten thousand names, if the names are of equal quality. Proceed as follows in analyzing your proposition to determine the size of your mailings for a given campaign:

SNOW
on the mountain tops

An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.

Dear Customer:

Down on our Plaza this morning I met an old, old Indian friend of mine, whose name is Snow-on-the-Mountain Tops.

He is over 80 now, and one of the Wise Men of his tribe. But he is still as tough as a mountain oak,

Follow-up letters lose pulling power if the same letterheading is used for successive mailings. The trick is to get a change of pace, without losing continuity.

Pueblo War Drums and
APACHE PLUMES

An Illustrated Letter from Webb Young, Trader . . . Santa Fe, N. M.

Dear Customer:

In the old days, when we were trying to settle this part of the country, the Apache Indians were the toughest hombres we had to handle.

And long before we came here, these same Apaches were a pain in the neck to the peace-loving Pueblo

In the series used by Webb Young, a different heading is used for each letter, but cumulative effect is retained by unique illustrations and typographical treatment.

1. NUMBER OF KNOWN BUYERS: Compiled from counts furnished by market surveys, list houses, directories, your mail lists, rating books, census figures, etc.

2. NUMBER OF BUYERS ALREADY SOLD: Deduct from known buyers an amount equal to the number which have already bought or are using your product. Figures from your own sales records.

3. NUMBER OF UNDESIRABLE BUYERS: Concerns or individuals who would be unable to purchase and pay for product; accounts located in inaccessible territory, etc.

4. NUMBER OF BUYERS SOLD BY COMPETITION: Use production of competitors as a basis, multiplying by the time they have been in business, and such other factors as life of product, etc.

5. NUMBER OF POSSIBLE BUYERS: Found by deducting items 2, 3, and 4 from the number of known buyers. These names should be classified according to sales appeal. If sales appeal is geographical, classify geographically—if vocations differ, classify by vocations.

The following are good types of mailing pieces which can be produced at a very nominal cost and have been found to be especially effective:

LARGE BROADSIDE: Gives utmost display at lowest cost of printing, as all the type matter is printed at once. Especially valuable when it is desired to literally sweep away doubt by hurling a great array of facts at the buyer at one time. When folded will go through the mails without envelope. Best to use color in a mailing piece of this kind.

FOUR-PAGE ILLUSTRATED LETTER: Gets the letter and the descriptive matter to the prospective customer together. Most effective when the letter on first page is multigraphed on, and the letter carefully filled in and personally signed. In using this type of mailing piece much depends on the illustrated qualities of the inside spread, which should be in color.

SELF-ADDRESSED REPLY CARD MAILERS: There are several forms of these mailers; some are cut with a slot so that the address which is typewritten on the return card also serves as an address on the mailer itself. Some of these cards are patented, but there are many which cannot be protected. A good piece to use where reply cards are essential, as all the prospect has to do is to O.K. the card and toss it into an outgoing mail basket.

SINGLE PAGE ILLUSTRATED LETTER: Used in place of the ordinary company letterhead in order to provide a change of dress. It is generally unwise to use the same letterhead more than once in any given campaign. Prospects too often pass on the contents of a letter as soon as their eyes rest on the letterhead, the design of which can be remembered more easily than the text.

STAMPED GOVERNMENT POST CARDS: A very valuable part of a direct-mail campaign too often overlooked. Can be used effectively in many ways. The most economical advertising piece to produce, as the stock is furnished free by the government and the stamp is affixed. Also has the advantage of going first class.

One sales manager suggests the following letter ideas:

LETTER NO. 1: This presumably is the letter in which you will outline your proposition so that it may be accepted or rejected. There is no need of using a "strategic" letterhead for it. The ordinary house letterhead will do, only be sure

that it is dignified and of the kind which will establish confidence—the prime requisite in every sale.

LETTER No. 2: For this letterhead I would use something which would show the product in use. It would be of the single page illustrated variety. A touch of color will add materially to its pulling power, and the name should be subordinated to the product.

LETTER No. 3: In the next of the series get away entirely from the usual. A very effective third follow-up can be made by reproducing a clipping on the letterhead. Make an ordinary zinc etching of the clipping, and then print the zinc over a faint greenish gray tint that resembles newsprint paper. Draw a pin on the copy when the engraving is made so that when it is printed it will look as though the clipping has been pinned to the letterhead. Don't use any name whatever on this letterhead. Put the company name and address under the signature at the foot of the letter.

LETTER No. 4: If you have sent a man three letters without getting a rise out of him it is plain you have to resort to strategy. So I would make the next letter something radical. Quite often I use a strip of cartoons across the top, which sympathizes with the recipient. The letterhead: "Movie of a Sales Manager Opening His Morning Mail" is a good example. This stunt at least gets you a favorable consideration, and if your opening paragraph is good, you have a fairly good opportunity to sell your man.

LETTER No. 5: As this will be the final letter in the series, I would make it a personal message from the head of the house to the recipient asking him to tell you personally why he has not shown any interest in the proposition. Make it clear that you feel your advertising manager has been at fault for not properly explaining the proposition, and asking the man if he won't write you confidentially his opinion of the letters. This letter should be individually typed, and a high-grade engraved letterhead carrying the president's name used. This plan has been found highly effective.

A well-planned follow-up should eradicate common objections to the proposition, covering only one point at a time. Suppose that you were planning a follow-up for some kind of duplicating machine. The first thing to do would be to arrange your follow-up by vocational applications, as we know that the prospect is interested in what a product will do for him, rather than in the machine itself. If our follow-up is to go to banks we will want to use a different appeal and a different series of letters, than if they go to laundries. The next thing to do is to find out what the main objections are in each line of business. Before planning the follow-up for banks find out the main objections the banks have to buying duplicating machines. One of the great, if not the greatest, troubles with sales letter writing today is downright laziness. It is also true of most salesmen today. They just won't do any preliminary work.

Making the Letter Seem Important: Letters intended to get action from businessmen need some unusual touch to make them

stand out in the day's mail, to get them read and acted upon. Yet this must be done without resorting to stunts which are likely to make a businessman say "how clever" rather than "maybe I ought to do it." Because names are usually meaningful to businessmen it is possible, for example, to have several different people sign the letter. Another device is to send the letter, which may be two pages or more long, with a short covering letter from someone well and favorably known to the recipient. It should be personally typed, calling attention to the importance of the letter. This technique is successfully used by Junior Achievement, Inc., in soliciting funds. It can be used in many ways.

Common Faults in Letters: "Most of the letters that I see, and my observation covers about 40 years of office experience," said one business executive, "fall into one of four classes:

"The puzzle letter which is a challenge to the reader; the letter that is not clear but is reasonably understandable; the letter that is clear; and the letter that is good because it transmits the thought of the writer to the reader. Roughly, the first class accounts for 10 per cent of the letters; the second and third classes for 40 per cent each; and the fourth class not over 5 per cent.

"If any one studies the incoming and outgoing mail in an office of reasonable size, I think he will agree that there are four reasons why good letters do not constitute a larger percentage of the total mail.

"The first and most common offense is haste in reading and signing one's mail. If you go through almost any office just before closing time, you will see people hurriedly glancing through their mail and signing it, and you will see, at the same time, some mail being signed by clerks who did not dictate it and know little about the subject matter. I contend that there is no way that a person can improve his mail more quickly than by reading each letter carefully before he signs it, and discovering his own weaknesses. In the majority of cases there is no necessity of rewriting the letter. It can be allowed to go out as it is, but a caution can be set up in the writer's mind to avoid a repetition of some particular fault in future mail.

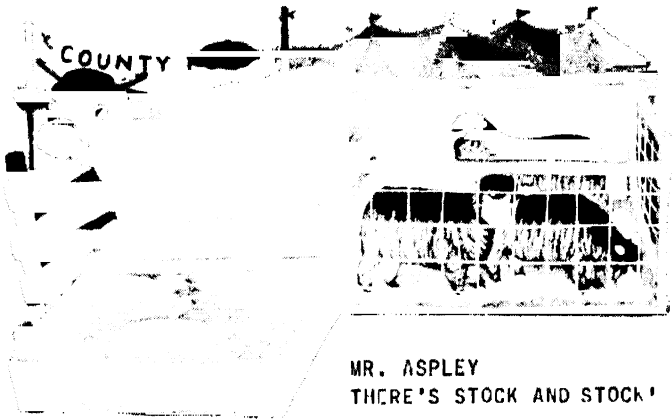
"Another cause of weakness in letters is the lack of clearly defined thought at the time of writing. The evidence of this in many letters is a wandering or a shifting of position instead of a direct path from the opening to the closing, and this weakness

tends to make letters longer and less concise—and, by the way, a writer should distinguish between brevity and conciseness.

"A third cause for poor letters is interruptions. A man who is interrupted, especially if he is writing a long letter, loses the continuity of his thoughts. Related to this are diverting thoughts; many things pass through a man's mind when he is dictating, entirely foreign to the subject matter of the letter. Similar also in its effect is preoccupation because a man has found it necessary to interrupt some absorbing piece of work long enough to answer his morning mail. A somewhat different fault, but annoying to the reader, is the grammatical error. Errors of this type are surprisingly common, and they invariably take the reader's mind off the subject matter of the letter, and induce speculation as to the type of man who wrote the letter.

"The fourth cause of poor letters, like the first, is one that I have never seen mentioned and yet it is a serious fault. There is no name for it but laziness. Frequently when a man is writing, the word that he knows he ought to use, and the word that will express his meaning exactly, flits through his mind without registering; he misses it and knows that he has missed it, but is too lazy or too indifferent to hunt for it, so he uses some other word, with a slightly different meaning and perhaps an entirely different connotation, and lets it go because it is good enough."

Production of Form Letters: Sales-promotion letters produced in quantity, popularly—though incorrectly—called "form letters," are generally prepared by one or another of the several processes which give the appearance of a typed communication. The various kinds of equipment used for this purpose are described in detail in Chapter 41 of this HANDBOOK, "Sales Promotion Equipment."

In most of these systems of reproduction, the letter is typed through a ribbon, as on a conventional typewriter. Best results in processing with such systems as Multigraph can be obtained when an inking attachment is used constantly to re-ink the ribbon (which is held stationary over the type form) rather than using a moving ribbon, which becomes lighter and lighter as it is used. Variation of color makes it difficult to match first and second sheets and to match fill-ins if they are required. The secret of getting nicely matched fill-ins is to use a typewriter ribbon of the right color and change ribbons as frequently as necessary to maintain the match. For best color control of

MR. ASPLEY
THERE'S STOCK AND STOCK!

Just Imagine -

[illegible] actually know of people who thought that a stock market was a place [illegible] were bought and sold! That may seem funny, but we've met business men who admit staying away from investing because they didn't understand it.

The Stock Exchange of course is simply an auction market for securities whose prices are determined by bids and offers. The Exchange sees to it that only sound issues are "listed" but its sole function with respect to prices is to give them [illegible] publicity on the ticker tape.

The Exchange strictly forbids secret transactions, while the S E C keeps [illegible] any attempt to manipulate prices. With these safeguards, everyone has an [illegible] chance to get his bid or offer accepted in the free competition of the market.

The investor buys or sells through his chosen broker who has a seat on [illegible] with someone who has [illegible]. Since prices are constantly changing, time may [illegible] the essence, so the broker submits the offer as swiftly as his facilities permit.

[illegible] service we in Merrill Lynch have no less than six booths [illegible] N Y Stock Exchange, each strategically located. When [illegible] for a given stock, we route it to whichever booth is nearest [illegible] that stock is traded. The time saved in not having to push through [illegible] on the great floor may mean dollars to our customers.

[illegible] one reason why we do a good job when we go a-marketing for you.

Cordially

Homer P. [illegible]
Resident Partner

MERRILL LYNCH PIERCE FENNER & BEANE • Board of Trade Building Chicago 4 Illinois

One of a series of illustrated letters prepared for use of a national brokerage firm to "sell" investors on the service it is equipped to render. This follow-up series had a very high attention rating, due to the dramatic use of the recipient's name in the fill-in. It was individually typed in jumbo Gothic, using a vivid green ribbon. The letterheadings were in four colors.

fill-ins use electric typewriters, adjusting the touch to suit the color of the letter.

It is a great help, when processing form letters which are

to be filled in by a typist, to place a *low* period at the point on the left-hand margin where the first line of the address should be filled in. This saves the typist having to realign the letter after locating the first line of the letter. The period used for this purpose must be taken down so that it just "kisses" the paper, leaving a very faint spot. This is covered up by the inside address. To save addressing envelopes, filled-in letters can be used with window envelopes and thus be made to do double duty.

The use of filled-in letters is diminishing. Many sales promotion men find that they can get equally good results with a caption to flag attention. Few people are fooled by fill-ins unless they are expertly done. In the larger cities there are letter shops which use special presses for producing letters to be filled in. The typewriter ribbons are cut from the same press ribbon. While letters produced in this way are relatively expensive, the work compares favorably with letters produced on automatic typewriters, except that changes in the body of the letter are not feasible. The most effective form letters, of course, are those which are individually written on automatic typewriters. These are operated in batteries of four, manned by one operator. It is not profitable to use a single automatic typewriter for promotional letters. It is less expensive to send them out to be processed.

TESTS FOR A SALES LETTER

By CAMERON MCPHERSON

How do the letters sent out over the signature of your company rate as media for promoting sales and good will? Just as every member of a business organization is ex officio a member of the sales promotion department, so every letter, regardless of its purpose, should aim to create acceptance for the policies and products of the company.

1. Are Your Letters Neatly Typed and Easy to Read?

Is the letter set up with wide margins? or is it crowded up on the letterhead with too much white space at bottom? Is the type clean, sharp, and in good alignment? Are the paragraphs short? Remember that first impressions are lasting.

2. Do Your Replies Cover All the Points Raised?

It is a good idea to mark or number all the references in a letter which require answering, so that in your hurry to get through your dictation none will be overlooked. Nothing is more

SUNSET HOUSE
169 Sunset Building Beverly Hills
California 90213

MEMO from Jane Reef
Home Economist • Personal Shopper

Maybe 1966 is the biggest year of your life!

You may already have won $5000 in cash...or a new Oldsmobile Toronado...or a fabulous full-length mink coat! Or any one of 1050 other dream prizes!

Want to find out if you're a winner? Just send in your Lucky Number Order Form (opposite page 58). Nothing to write, nothing to buy -- it's that easy

And your chances are great! No one else has your Lucky Number...it's yours alone!

Why are we sponsoring this giant "Shopper's Choice" Sweepstakes? A simple reason it's our way of saying "thanks" to all of you who shop at Sunset House for exciting new ideas and useful new inventions.

Just look through these pages -- you'll discover so many things you've never seen before. Then try them in your own home at no risk. You have our no-questions-asked money-back guarantee with everything you buy by mail at Sunset House. You can't lose!

And you can't lose in our giant "Shopper's Choice" Sweepstakes either You risk nothing! Return your Lucky Number Order Form today

A variation of the letter and folder mailing is the four-page folder with the letter printed on the first page This, of course, loses the impact of a separate letter, but has been found useful in the industrial and publishing fields. It has its advantages, however, such as more economical production, lower mailing costs, and easier handling

disastrous to good will than the careless handling of requests for specific information

3. Are Your Letters Free from Vague Terms?

Study Emerson and Theodore Roosevelt and note their simplicity of thought and directness of statement Note that they use short, concise sentences. They use a new sentence to express

AMERICAN *Fly Away* SERVICE
Inc

DAYTON MUNICIPAL AIRPORT
P O BOX 1 VANDALIA OHIO
PHONE DAYTON MU 4661

Roll 'em. .You can't lose

We call these gallopin' dominoes "American" dice, because no matter how long you use 'em you can't lose

They're "naturals" and 100% dependable

American Fly Away Service is as dependable as these dice too And, because it takes the entire problem of plane delivery off your shoulders,

You can't lose

Frankly, you can lose your shirt - or at least your profits - with some methods of delivery No matter what price you quote your customer, personal delivery might cost you much more, especially in winter weather And no matter what an amateur or jitney" pilot quotes, 'casual" delivery might cost you plenty Either way, your profits are subject to chance

It's only when your price is guaranteed by a reliable, responsible, careful company which has your investment covered 100% that

You can't lose

It's not immodest to say, "That's American" For our price is guaranteed exactly as quoted it's complete it's good for all 12 months and you're covered 100%

There's no "gamble" when you use American Like these dependable little dice, no matter how long you use 'em,

You can't lose

Leon W. Wilder
President

lww/gs

Small dice were enclosed in a cellophane envelope and stapled to this letter. They served as a "peg" on which the letter was "hung" and dramatized the "You can't lose" theme of the letter. Salesmen were enthusiastic about this letter, reporting that most dealers carried the dice in their pockets. Useful "gadgets" have long played an important role in getting letters read and stimulating interest in product uses. They are likely to backfire, however, if they are too clever.

each new thought, and don't try to crowd three or four ideas into one sentence. What you are saying may be very clear *in your own mind,* but will the recipient see the same picture?

4. Do Your Letters Come to the Point Quickly?

The opening and reading of mail is making more and more demands on your customer's time. He is in an impatient mood when he reaches your letter. So come to the point quickly. Keep on the main track. Don't take your customer on needless side excursions. Say what you have to say, in a friendly, good-humored way, and sit down.

5. Are Your Letters Free from Hackneyed Phrases?

Are you still "begging to advise," "wishing to state," and "hoping to hear" in your letters? You don't *talk* that way, so why write that way? Endeavor to be yourself in your letters and studiously avoid these threadbare and moss-covered mean-nothings which mar so many business letters. They waste your time, the time of the person who has to transcribe your letters, and the time of the customer.

6. Are Your Letters Cheery or Coldly Commercial?

In your desire to be concise be careful not to give a "curt" tone to your letter. No matter what your position may be, whether you are the general manager of the business or only one of many stenographers, you are here to serve.

7. Have Superlatives Been Toned Down?

Are you working "best" and "very" overtime? Are you using such expressions as "made from the very best materials obtainable" instead of stating specifically the materials used? Are you using adjectives that have lost their effectiveness?

8. Do Your Letters Anticipate Further Questions?

A really good correspondent puts himself in the place of the man with whom he is corresponding. He not only gives the information for which the man asks, but any other information which he thinks the man needs to reach a decision.

9. Do You Appeal to the Recipient's Self-Interest?

There is always a temptation to talk about what we are doing, what we hope to do, and what we have done. We think everyone is interested in our problems, our troubles, our distractions. Forget yourself. Think about the man to whom you are writing. He is not interested in you.

10. Do Your Letters Create Confidence and Ring True?

It is a real knack to be able to make the recipient feel that here is a man who is telling him unvarnished facts, and not painting a beautiful picture of something that does not exist. To do this, be careful not to overemphasize; impress without seeking to impress.

11. Do Your Letters Ask for Specific Action?

We write business letters to get business. Sometimes we write them to get orders; sometimes we write them to get information; sometimes we write them to give information; but always to build our business. We can get more business if we close every letter with a specific request for action. If you want an order ask for it. If you want a reply ask for it.

Uses for Letters in Building Business

SUPPLIER RELATIONS

A good supplier usually is your best potential customer—give him an opportunity to reciprocate.

Your suppliers have friends. Many of them need your products and would buy them from you if urged by your supplier.

Do you periodically "sell" your suppliers on your square deal buying policy, so that they will value your business all the more and serve you all the better?

Treat your suppliers, in your letters, as you would like to have them treat you if your positions were reversed.

Some day there will be a merchandise shortage when it will pay to be on your suppliers' blue list—the time to get on it is NOW.

CUSTOMER RELATIONS

A satisfied customer is your best advertisement—a 100 per cent letter will keep him a booster for you.

When you get a new customer make a fuss over him—a 100 per cent letter will make him feel he has found a friend.

Your front yard is full of uncovered opportunities for getting more business—100 per cent letters will find them for you.

Everyone has a different idea about your company and your policies—good letters will correct any misconceptions.

Some customers and prospective customers cannot be sold economically by salesmen—give letters that job.

Keep feeding your customers new ideas for using your product or service so that they will be able and glad to buy.

It costs money for a salesman to sell a buyer who never heard of you before—letters will break down that resistance.

Eighty per cent of your customers buy only 30 per cent of their requirements from you—go after the other 70 per cent with 100 per cent letters.

Your present customers have friends—the right kind of letters will get their names so you can sell them too.

The best salesmen and the best territories get sinking spells—100 per cent letters will pick them up.

John P. Whalen Co.
RUGS-FURNITURE-BEDDING
197 PORTLAND STREET
BOSTON 14, MASS.

February 2, 1956

I'm looking forward to greeting you
. . . in our new surroundings

Once more we have reason to be grateful to good friends and customers like you, who have continued to demonstrate their loyalty to us and to our business. For the fact is, we've had to move the John P. Whalen Company - lock, stock and bedding - to larger quarters.

We're not far from the old location...just across the street at 197 Portland Street. But please make a note right now of this new address, to which we moved on February 1st.

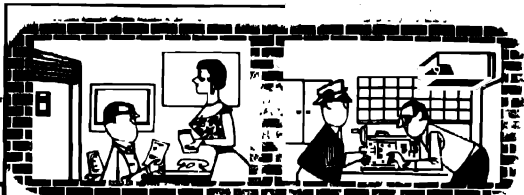
I feel we owe it to our many friends to assure them the best service and finest selection of furniture, rugs and mattresses possible. And we'll be better equipped to do just that in our new surroundings. We have more room now, which enables us to carry a larger inventory.

Incidentally - my son Jack attended the furniture show in New York last month, which resulted in the opening up of some new supply sources. So - from now on we'll be able to offer you an even greater selection than ever before.

Do come in and inspect our new quarters, won't you? We still have the same fine nationally-advertised merchandise at prices I'm sure can't be matched--quality for quality--anywhere else in the city. However, don't wait until you have to buy something. Just a friendly visit will be most appreciated, for it's always nice to talk with old friends.

My son and daughters and I will be most happy to see you. And I hope you'll come in soon.

LBW/DR

P.S. Don't forget the new addr

"East Side . . . West Side . . . All Around the Town . . .
G-E PACKAGED AIR CONDITIONERS
Keep Profits Up . . . Temperatures Down!"

Once upon a time, only the largest buildings could be efficiently air conditioned. Those were the days when a cumbersome, complicated central system was required.

But today, any type of business can enjoy the advantages of modern, efficient air conditioning...from the corner grocery store to mammoth supermarkets...from one-room offices to entire skyscrapers...from small machine shops to giant industrial plants.

Thanks to General Electric Packaged Air Conditioners.

These handsome, compact units give you real air conditioning. Each unit is a complete indoor weather plant...in a package. The cost is low... and you can take up to 3 years to pay.

Flexibility? Sure! Install these units where you need them most...then add or relocate units as your budget permits and your needs change. And, because G.E. offers a complete line of ceiling-mounted and floor models, you can have the system that's best for your business.

What kind of equipment? Where and how should it be installed? How much will it cost? A careful survey by a local qualified air conditioning specialist whose name appears below, will give you the answers. Just fill out and mail the enclosed postage-paid card. The survey will cost you nothing...and it will give you the facts you need to make up your mind.

Cordially yours,

R. D. Baley
General Electric Company
Air Conditioning Division

YOUR FIRM NAME
AND ADDRESS
IMPRINTED HERE

GENERAL ELECTRIC

Usually the company's standard letterhead is quite satisfactory, though you may want a special one for an unusual theme or occasion.

Your customers are continually exposed to your competitor's sales lures—use more letters between your salesmen's calls.

A sale is not completed until the product moves out of your dealer's store—letters to his customers may help.

When a customer pays his account promptly write him a letter—give him a reputation for being prompt pay and he'll try to live up to it.

GENERAL LETTERS

Before you start to dictate, do you underscore points in the letter you are answering to make sure you will not overlook any?

Do you strike at the heart of the proposition; or do you hem and haw, and beg to state, before you really get going?

Do you write differently than you talk? Are your letters natural and easy, or are they stilted and dull?

Is your tone simple and frank, or do you talk AT people? It's much better to talk WITH them.

When there is an objection to be overcome, do you use the "yes-but" technique, or do you contradict?

Does your letter reflect self-esteem or does it sound apologetic and weak?

Are you considerate of the other fellow's point of view?

Is your letter honest or do you say you are "surprised" and "dumbfounded" and "amazed" when you really are not?

Do you try to be pompous by using big words that few people understand, including perhaps yourself?

Are your sentences short and your paragraphs brief? Avoid getting the "and" habit.

How about the dead phrases—the "beg to advise," the "wish to state," the "instants," and the "ultimos"? Beware of cluttering your letters up with deadwood.

Are there enough "for instances" in your 100 percent letter to make it interesting and convincing?

Do you anticipate the reader's "so what" attitude with which he reads every letter—yours included?

How about the sequence of your points? Are they orderly and logical or do they hop-skip around?

Capper & Capper

ALSO IN DETROIT

WABASH AT MADISON CHICAGO 2 ILLINOIS

Dear Mr. Aspley:

You can't very well try
this one on for size.

but your sense of touch will convey the superb quality of the felt in our Cavanagh hats The sample is cut from felt that goes into $20 hats - but there are Cavanagh hats at $12 50 and at $15 you can again have the Cavanagh edge - the celebrated felted edge originated by Cavanagh that heretofore was not available below $20.

The new fall selection includes hats of various types - Off the Face and Homburgs as well as the Snap Brim in numerous attractive colorings and all the necessary proportions to afford hats that are becoming to your face and figure

But perhaps the best reason for buying your hat here is the expert and conscientious assistance you are assured by salesmen who know how to fit hats properly - and are sufficiently interested in your future patronage to make sure that you are fitted properly

Cordially yours,

CAPPER & CAPPER

E M Barnhart

FINE MENS WEAR

An example of the one-line fill-in, with an attention-getter in the form of a small hat-shaped cut-out clipped to the letter. The felt cut-out was from trimmings used in the manufacture of the hat, and demonstrated a popular shade. Note how the writer uses the clipped-on sample as a "peg" for his letter. It also accomplishes another sales objective, it appeals to the recipient's sense of feeling. This letter proved effective in bringing hat buyers into the store to look at the new styles.

After you have secured interest and conviction, do you follow through with a request for action?

Does your letter make it easy for the man to do what you want him to do?

How does the letter look? Is it neatly typed on good stationery, or is it just another "one of those things"?

Above all, is it the kind of letter you would like to have somebody write you, were you on the receiving end of the line?

DIRECT SELLING LETTERS

Does the opening paragraph touch a "live" nerve?

Will it shock the casual reader out of his indifference?

Is there a quick appeal to the reader's self-interest?

After awakening interest, does the letter proceed quickly to create desire?

Is the selling strategy simple—does it concentrate on *one* dominant buying motive?

Or, is its effectiveness dulled by attempting to cover too many buying reasons?

Is there sufficient proof to build up confidence in the proposition?

Does the letter show a keen understanding of the buyer's problem?

Has an overuse of superlatives given the letter a boastful or bragging tone?

Does it sound honest, or has a touch of "hokum" crept in to hurt it?

Have you painted the lily? Understatement is usually more effective than overstatement.

How about the price? If it might seem high, have you handled it as a matter of values?

Is the offer clear-cut and straightforward? Assume the buyer is honest until he is proved otherwise.

Finally, does it tell the reader exactly what you wish him to do?

And does it make it easy for him to order?

221 FAIRCHILD AVENUE PLAINVIEW L I N Y 11803 516 WE 8 5601 · TWX 516 433 9151 · CABLE FAIRGRAF PLAINVIEW N Y

INDUSTRIAL PRODUCTS

A DIVISION OF FAIRCHILD CAMERA AND INSTRUMENT CORPORATION

RE. Fairchild AV 400 Continuous
8mm Film Projector

Dear Sir

Thank you for your recent inquiry for information concerning the Fairchild AV 400 continuous 8mm film projector. Technical specifications, literature and price information are enclosed for your inspection.

Fairchild's AV 400 stands foremost and alone in the fields of sales aids, message communication and continuous film display systems It operates dependably for thousands of cycles without appreciable film wear It weighs only seventeen pounds, takes up less than two square feet (wide open) and shows up to 20 minutes worth of color sound film Fully transistorized, it requires no warm up, utilizes a continuous loop cartridge and never has to be rewound. With the 400, the need for darkened rooms, bulky projection equipment and trained operators is eliminated.

Since its introduction in 1961, the AV 400 projector has set the standard for the field. Industrial firms by the hundreds have entered the film market and supplied their salesmen, distributors, dealers and showrooms with this unit. Schools, churches, and agencies have accepted this perfect way to get across their message conveniently, quickly, orally and visually.

I have also included information describing the MoviePak system with the Mark IV rear screen projector and the Mark V front screen projector. These units provide completely automatic projection and are indispensable when the projection of several films may be required. Changing film with the MoviePak is simpler than changing a phonograph record.

Fairchild maintains a nationwide staff-service capability and franchised service dealers are established in most major metropolitan centers. We would welcome the opportunity to discuss your plans with you and look forward to hearing from you again

Sincerely,

FAIRCHILD CAMERA & INSTRUMENT CORP.

Nat C Myers, Jr , Director
Communications Products & Services

When a prospect writes for information about a product, he is not familiar with related products in the manufacturer's line. This letter brings them to the reader's attention. Note the reference to staff representatives and service dealers waiting to help the customer.

LETTERS TO THE TRADE

Does your letter put the dealer right up front in the picture, and do it quickly?

Does the cash register begin to jingle before he has finished two paragraphs?

Is the letter written in the dealer's language? Does it show sympathy for his problems?

Dealers are hard to keep hitched—is the tempo of the letter fast enough to hold interest?

Dealers are skeptical of what sellers tell them—do you use concrete cases to prove your points?

Does your letter talk profits, and profits, and then more profits? And do you prove it to him?

Do you show him exactly how he can make a certain profit by doing a certain thing?

Do you talk about profits in amounts rather than in percentages which are hard to visualize?

Does your letter sell the sizzle, rather than the steak?

Can a busy dealer read your letter and get its message in 3 minutes? Four minutes is probably more time than he will give it.

Is your proposition supported with dramatic enclosures based on the "What One Dealer Did" principle?

Do you ask for action without pussyfooting?

And do you make it just as easy as possible for the lazy dealer to say "Yes"?

Chapter 8

LETTER IMPROVEMENT PROGRAMS

IT IS not unusual to hear a salesman complain that after working his head off to get some account onto the books, he lost it as a result of some letter written by an unthinking correspondent in the factory. The same is true so far as a company's sales promotional effort is concerned. Thousands of dollars can be spent building up accounts through various promotional methods, only to have the work undone by clumsy letters received by the customers from persons at the home office. They should know better, but they don't.

On the other hand, it would be hard to calculate the hundreds of old friends of the business who placed their first order as a result of a friendly handclasp extended in a business letter. Likewise, the same kind of good-will-building letters, even though they deal with routine matters, can play an important part in holding customers on the books by making them feel more kindly to the company whose name appears on the letterhead.

Opportunities for making friends for the business by well-tuned letters were never greater than they are right now. Which is the reason so many companies are undertaking programs designed to make all those who write letters to customers—and not just sales correspondents—letter-conscious. It is a fact well known to those responsible for public relations that a company develops character just as an individual develops character as he acquires wisdom and experience. A most important factor in giving character to a business is friendly letters—letters a company can be proud to send out, letters a customer will be happy to receive. Such letters can best be developed by a company-wide program for improving correspondence. Such a program will cut down the cost of handling inquiries, reduce the overhead burden of excessive correspondence which inevitably results from badly trained letter writers who do not understand the fundamental principles of good letter writing.

A regular and sustained program for improving letters will hold good will and build up a sound foundation of friendship toward your company to back up the personal and direct-mail sales work. It will constantly show all correspondents how tactless, ill-advised, thoughtless letters may lose customers who have been gained only through years of sales effort.

Finally, a program of this kind will more than pay for itself by teaching your correspondents to organize their work, to turn out a maximum of good letters daily. It will show them how to reduce the length of letters, to save the time of stenographers and typists. It will create more pride in the work of everyone who writes letters. People who are intensely proud of their work and who understand its importance make fewer mistakes, create more ideas, and turn out better work. These are but a few of the most obvious reasons for a systematic better letters program.

The First Step in a Better Letters Program: One widely used plan does not call for any formal course of study. Nor does it require a lot of textbooks. It costs next to nothing and *does not* require the use of a trained or skilled letter expert.

It *does* require the attention of the best letter writer in your business. That man may be the president of the company, he may be the sales manager, or the advertising manager. Or, in the case of larger companies, he may be the chief correspondent or the head of the correspondence department. The first step is to put your finger on this man—whoever he may be. This person must, of course, be able to write a good letter. He must be patient, tactful, and courteous by nature. He should be the kind of person who can show another where a mistake has been made without robbing that other person of his or her self-respect and confidence. He should have a natural flair for teaching, if possible.

When you have decided on the man best qualified to criticize the letters now being written by the various members of your departments, call him in and explain that beginning at once he is to receive a carbon copy of every letter written. He is to check these carbons for the most glaring errors, for the most obvious opportunities for improvement. Explain to him that he isn't to worry about an occasional split infinitive or a slight error in grammar. What he is to look for are the curt, snappy, tactless errors in letters that antagonize customers. He is to cull out the letters that are obviously too long, clumsy, or vague.

When you have instructed him how to begin, issue a statement to all members of the staff who write letters. Tell them that

they are to furnish this man—the appointed correspondence critic—with a carbon copy of every letter (except those obviously personal or confidential).

The bulletin should state that the critic will be requested to confer with various correspondents from time to time concerning ways and means for improving letters. Make it plain that his word is to be final and that no one, not even a higher executive, should resent the friendly criticism which may be aimed at him after the carbons of his letters are read.

It is vital to a program of this kind that the man in charge of it have the support of the heads of the business. Otherwise, his hands will be tied and the program will soon become an office joke. It is essential that all employees be given to understand that the head of the business himself is taking a keen interest in the program and expects the utmost cooperation from everyone, department heads included.

TO ALL THE MEMBERS OF THE OFFICE STAFF

On next Monday morning we are going to begin a Program of Correspondence Improvement

Mr has been appointed Correspondence Supervisor and will have complete charge of the work I will take a keen personal interest in this work and shall expect the utmost from every member of the staff

In reading carbon copies of many of the letters we send out, I find many opportunities for improvement Some of our letters are too long Others are too curt and brief Occasionally I find a letter that isn't clear

Because our letters are the only means many of our customers have of judging us I am very anxious that every correspondent and member of the office staff join hands with Mr in improving our correspondence to the point where our customers will be favorably impressed by every letter they receive from us--no matter from what department

To begin this work it will be necessary for every stenographer and typist to make an extra carbon copy of every letter (except personal or confidential letters) These copies are to be given to my secretary, Miss for study and criticism

Mr 's criticisms and suggestions are offered to you with only one purpose--that of helping you make your work more valuable to us I am sure you will accept his criticism in the spirit in which it is intended

Don't forget to have an extra carbon copy of every letter you dictate sent to Miss

Yours truly,

Second Step—Lay Out a Definite Program: The surest way to kill a program of this kind and to discourage everyone connected with it is trying to do everything at once. Good letter writers are not trained in a day. In laying out a program, take up one step at a time. Just what step to take first will depend largely on the present efficiency of your correspondents and stenographers. If your letters at present are not written after a uniform style or setup, perhaps it will be best to begin with the appearance of your letters.

It is a mistake to assume that just because your staff members are writing letters every day that they know how to write a good letter. Begin the program with the assumption that most of them know comparatively little about letter writing. With this idea in mind start in to teach them how to begin making improvements in their daily task of writing letters.

It is not only necessary to help correspondents improve their letters, but their methods of work also should be studied. Below is a suggested outline of general subjects to be taken up. It is usually best to begin with the form and appearance of letters. However, if your letters are already written according to a standard form and their appearance is satisfactory, this step may be omitted.

We suggest that you lay out your program as follows:

1. Cost-Cutting Correspondence Methods.
2. The Arrangement and Appearance of the Letter.
3. The Construction of the Letter.
4. The Tone and Spirit of the Letter.
5. Opening and Closing Paragraphs.
6. Putting a Sales Slant in Every Letter.
7. Letters to Salesmen.
8. Letter-Writing Opportunities.

To this suggested outline you will want to add several other ideas of your own. You may want to devote some time and thought to House Policies in Correspondence. There may be a dozen or more house policies which have to do with handling various matters which ought to be understood thoroughly by everyone who writes letters. If this is true, by all means make this one of your subjects.

You may find it necessary to divide up your different classes of customers and prepare instructions about writing to them. If this is true it would be a good idea to have bulletins on "Writing to Wholesalers," "Letters to Retailers," "When We Write the Consumer," etc.

Other suggestions will occur to you as you develop the pro-

gram. It may be well to devote some time and instruction to the matter of form letters, methods for using them, and policies with reference to them.

Preparing the Bulletins and Talks: After the announcement of the better letters program has been handed to members of the staff or posted on office bulletin boards, we suggest that you issue a second bulletin or hold your first meeting of correspondents. In this letter or bulletin explain briefly what you expect to accomplish. If you start with Correspondence Methods, tell some of the things that correspondents can do to improve their letters and to speed up their work.

By all means get over the idea that the entire program is one of mutual self-help—not a plan for checking up errors or finding fault with members of the staff. This first meeting or bulletin will often determine the degree of success you will have. Make it plain that no staff member need feel hurt or unduly criticized if his letters are selected for the first criticisms—remind them that all will be criticized in due time.

Let the facts from this talk or bulletin sink in for a few days, then start reading the carbon copies which have accumulated. Select a few of the worst letters containing the most obvious faults and mark the carbons, calling attention to the faults, in personal conference with the offenders.

Confine your first criticisms to the point brought out in the first talk or bulletin. If your first bulletin dealt with appearance and form, confine your criticisms to mistakes in form and appearance. Disregard other faults.

Whoever talks with the correspondents whose letters are first criticized should be careful not to fall into the error of petty faultfinding or bickering. Never, under any circumstances, do or say anything that will rob a man of his confidence or self-respect. If the critic or supervisor is more interested in impressing a correspondent with his superior technical knowledge or his mastery of English than in helping his fellow workers, he will be useless in this program.

Those carbons which show only minor faults should be checked with a blue pencil directing attention to the faults, initialed, and returned to the correspondents. Those which are not corrected or commented on should be thrown away.

The Third Step—Hold Group Meetings: If your organization is small, hold meetings of all correspondents and executives who write letters. If the organization is larger, get together smaller

groups whose work and correspondence requirements are similar.

These meetings should be brief and informal. Appoint a leader for each group. The leader should be responsible for attendance and necessary arrangements.

Meetings may be held during the noon hour, for a few minutes after regular working hours, or during office hours. If the meetings are held outside office hours, be sure that everyone comes willingly. Do not "order" employees to attend. Rather "sell" them the idea that the meetings are for their benefit as much as for the company's.

One of the most effective methods of stimulating interest at meetings is to employ one or another of the several sound-slidefilms that have been developed on the subject of improving business correspondence.

A number of these are available, but as they go out of date rather rapidly, it would be well to inquire of Dartnell, when and if you wish to consider the use of such films, as to what ones are currently available.

Most companies nowadays are equipped with sound-slidefilm projectors; but in concerns which are too small to warrant the purchase of such machines, projectors are available on a rental basis from photoequipment dealers or other similar distributors.

There are several methods for adding life and interest to the meetings. Ask members of the group to bring letters they are anxious to have analyzed or discussed. Ask them to bring letters which they have revised after suggestions from previous meetings. Suggest that members write letters, then rewrite them and read both copies before the group.

Another good plan to keep up interest is to select a difficult letter that requires considerable judgment, tact, and skill in answering. Select an actual letter from current correspondence if possible. Ask each member of the group to answer this letter and bring it to the following meeting. Then read the various answers, discussing the strength and weakness of each letter.

As the meetings progress you will find an increasing interest in the problems. You will be able to be more critical and delve more deeply into the finer points of letter writing. But for the first few meetings confine the discussions to simple, obvious faults and problems.

Fourth Step—Compile a Manual of Standard Practices: From the meetings you will collect a number of oft-repeated errors—errors in the use of words, mistakes in handling or describing

company policies—mistakes in tact, in openings and closings of letters. As you encounter these common faults make a note of them. Before the meetings have been conducted very long you will begin to see the need for compiling a manual which covers some of these common faults and shows how to correct them.

This manual should be more than a stenographer's instruction book. There is, of course, a place in the correspondent's manual for instructions to stenographers, but it should be far more than just a manual of style, spelling, and punctuation.

The nucleus for the manual will be found in the records of the meetings and in the bulletins and talks. To this data may be added collections of words frequently misspelled, words and phrases frequently used erroneously, definitions of technical terms, industrial abbreviations, and other material of use to new employees.

The work of improving letters is never done. Do not think that a brief campaign to improve your letters will result in perfection or anything approaching it. Any improvement resulting from a well-planned program will, in some respects, be lasting, but the good work you have done will not bring perpetual results. The problem of obtaining better results from letters may be compared with the problem of cutting down tardiness, inefficiency, or waste. It requires constant treatment.

After your first program has ended, some of the correspondents will immediately lapse into old, bad habits. The moment you cease prodding your staff members about improving their letters, some of them will begin to lose interest. You would not think of conducting a brief campaign among your salesmen, then forget all about them for a year.

We suggest that you have a bulletin board for correspondents. On this bulletin board post unusually good specimens of letters. When a letter brings unusual results or wins back a disgruntled customer, post the complaint along with the answer and the customer's answer and publicly praise the correspondent.

Occasionally select good letters and send copies with your comment and analysis to all members of the staff (executives included). This will go a long way toward keeping up interest in better letters.

Do not be afraid to comment favorably on an occasional letter.

LETTER IMPROVEMENT METHODS

A. Surveys by letter counselors. Especially useful in large organizations to show clearly just where the weakness in the

correspondence is located, and to quicken the interest of the executive personnel in correspondence activities.

B. Lecture courses or discussion groups. By outside specialists who come into the organization for the purpose. (Such efforts need to be followed immediately by other measures to secure solid and permanent results.)

C. Courses by correspondence or in local schools. Very effective if the courses are standard and if the correspondents can be induced to take such work and to carry it through to a finish. The difficulty is that many courses are either too academic to hold the correspondents' interest or too general to have much practical value.

D. Part-time service of letter counselor in reviewing letter carbons and coaching correspondents individually. A very good arrangement when the letter counselor is a competent person and when the number of correspondents is not very large. In a firm where the number of employees is too great for the letter counselor to cover adequately, it may be worth while for him to concentrate on a small group, as, for instance, the sales correspondents, the adjustment correspondents, etc.

E. Weekly letter bulletin services. May be effective in building up an interest in better letters and may give correspondents many helpful ideas. Bulletins cannot, however, take the place of a training program or of personal coaching of correspondents.

F. Books and magazines on correspondence and English. These have the same advantages as bulletin services, though not usually to so great a degree, as the correspondent must invest more time and effort to get a similar amount of benefit.

G. Syndicated sound-slidefilms. This method of training was widely used by the Armed Forces, especially the air corps. The cost of preparing a series of sound-slidefilms especially for one company would be prohibitive, but when the production cost is spread over a number of companies the prorata cost is nominal.

H. Compiling of manual by letter counselor. May do much to establish consistent practice in typing and to bring recognition of general policies and letter-writing methods. A manual, though, should not be thrown together hastily. Above all, it can only serve its purpose adequately if it is compiled by a person with enough experience to have a thorough understanding of the needs of business letter writers.

Any intelligent beginning should show definite results in the quality of a firm's letters within a comparatively short period. On the other hand, it would be unreasonable to expect that any plan can bring about an overnight transformation. The elements which contribute to the effectiveness or ineffectiveness of business letters are too many and too complex for this.

It takes time, thought, and consistent tactful effort to develop in correspondents a real grasp of the sales point of view and a mastery of working methods. And, too, there are many important factors to be dealt with in building up correspondence quality besides the correspondents themselves. The suggestions here are only ways and means of making a practical start.

The Qualifications of a Correspondence Supervisor: The keystone of any successful better letter program lies in the selection of one individual who will perform the duties of correspondence supervisor. Here is a list of qualifications which such an executive should have:

PERSONAL QUALIFICATIONS:

Imagination to understand his problems.

Aggressiveness to "tackle" them.

Tact to avoid antagonizing the organization.

Dignity to win the respect of the organization.

Sincerity to win the friendliness of the organization.

Cheerfulness to win the friendliness of the organization.

Talking ability to "sell" ideas to the organization.

Writing ability to set an effective example.

Adaptability to meet varying situations.

Patience to await opportunities to develop program.

TRAINING QUALIFICATIONS:

Practical and theoretical knowledge of grammar.

Broad and thorough knowledge of letter technique.

Extended experience in some kind of writing.

At least one year of college or university training.

At least one year's experience in teaching.

Intensive practical experience in salesmanship.

General familiarity with business methods.

Definite knowledge of particular company.

SUGGESTED BULLETINS TO CORRESPONDENTS

Every Letter Ought to Make a Friend

When "Bill" Galloway was president of a farm implement company in Waterloo, Iowa, he made a fortune for himself and others because he knew how to write a good letter. I think Bill's chief qualifications for letter writing were that he *knew* people and *liked* people. He would always find time to stop and talk with a visiting farmer.

Galloway never wrote a "form" letter. Every letter, even though the same copy would go to a hundred thousand farmers, was a personal letter to him. Bill was a great believer in friendliness in every letter. Even in form letters he would manage to put in some personal touch. One time he had some letterheads printed with a picture of his office building in the upper right-hand corner of the sheet. One of his favorite stunts was to draw a crude cross in pen and ink right over one window. Under this cross he would write, "Here is where I sit."

There was a sample of the Galloway touch in a letter. This and similar ideas brought a golden stream of money in the mail to "Bill" Galloway. Instead of having his letterheads printed, "Office of the President," as so many do, he simply wrote, "Here is where I sit."

That simple cross-mark and phrase added a friendly note to a letter that made a deep impression on farmers. They are accustomed to doing business in a personal way. This idea made "Bill" into a human being that almost reached out from the envelope and shook hands with every reader.

He put himself into every letter. Sometimes he would begin a letter with, "Gee it's hot in this old office today, but I must get this letter off to you before I go home." Ideas such as this probably do not fit in our business because we haven't developed the personal equation as far as Mr. Galloway did. I mention these examples to show that a business letter, even though it is but a routine answer to a simple inquiry, need not be stilted, dull, or formal. There is no law against being friendly through the mail.

Let me show you how this business of putting a handclasp into a letter works in actual practice. A friend of mine went to a New York hotel last year and spent a very pleasant week there. He decided to return and wrote to ask if he could reserve the same room. Here is part of the answer he received:

> In reply to your valued favor we beg to state that we will reserve Room 1106 as per your instructions.

Just how a hotel, good enough to please a man well enough to make him want to return, could employ such dumb correspondents, I quite fail to understand. The letter doesn't read as if it were dictated by a human being. Suppose it had been written like this:

> Dear Mr. Wilson:
>
> It was a real pleasure to know that you liked Room 1106 when you were here last year.
>
> Of course, we will be glad to reserve it for you. Since you were here we've had the room completely renovated and redecorated and I am sure you will like it better than you did last year.

The second letter is a trifle longer, but it sounds as if a man with flesh on his bones and blood in his veins wrote it. To the man who dictates from 40 to 100 letters a day any given letter may be just another task in the day's work. Yet to the man who reads that letter it may be of vast importance. He has gone to the trouble to write a letter. He may not have a dictating machine at his elbow or a stenographer at his beck and call. It may be the only letter he has written for weeks.

What will he think when he opens the envelope and reads the letter? Will he think you are curt, snappy, and a trifle discourteous? Will he think you are a little too busy or important to bother with him? Or will he think that you are a friendly, accommodating person, anxious to serve and willing to go out of your way to see that his money is well spent with this company?

A Misplaced Comma That Cost a Fortune

A famous lawsuit for many thousands of dollars once hinged on the interpretation of a sentence. With a comma the sentence meant one thing. Without the comma it meant something entirely different. The stenographer, in writing the contract, forgot the comma. No one noticed it until the case went to court.

In our business we may write ten thousand letters and never have the misfortune to have one of them used as "Exhibit A" in a lawsuit. But there is always that possibility. Many large companies employ legal staffs whose duty it is to check all letters that are, in any way, out of the ordinary. They have found that it is necessary for letters to mean exactly what they say. There must be no possibility of a double meaning or the chance of a customer interpreting the letter in any but the way it was meant.

While we cannot stop to have our letters checked by a legal expert, it is important that every letter be accurate and clear. If we pay the freight, we must say so. If the customer is to pay the freight we must not let him think that we intend to pay it. Where any terms are mentioned they must be clearly outlined. Writing "Usual Terms," may mean one thing to you, another to the customer or prospect.

It isn't necessary to burden a letter with many legal terms and phrases to make it clear and impossible of misinterpretation. Sometimes I think it is better to say, "You are to pay the freight," instead of "f.o.b. factory." The customer doubtless knows the meaning of "f.o.b." but writing it the other way seems a bit less stilted and formal, although the term "f.o.b." and similar abbreviations are correct through wide and repeated usage.

Some correspondents have a positive genius for writing letters that leave the customer in doubt. Imagine you had just placed a first order with a company and received this letter from it:

Dear Sir:

Your recent valued order has been shipped today.

We trust that you will find the goods entirely satisfactory and that you will favor us with more of your business.

As the recipient reads this letter here are some questions that must occur to him. Did the shipment go by parcel post, air mail, express, freight, or motor truck? Just what did I order from these people? When will the goods arrive? Of course, you can check back in your memory and recall just what it was you bought. You can probably guess that the shipment went by freight, but you can't be sure. And you can estimate when the goods will arrive. In this case the letter is of no value whatever.

Suppose we see if we can't improve that letter:

> Dear Sir
>
> The order which you gave our Mr Hanson for two dozen black bill folds was shipped prepaid by parcel post this morning
>
> You ought to receive them March 15 at the latest
>
> These black bill folds are double stitched, lined with silk They are cut from a new pattern Only selected hides are used I am sure your customers will prefer them above any others we have in our lines You made a good selection While we do not want to tell you how to run your business, it occurred to me that you would be glad to know that the best stores everywhere are selling this number for $3 50 to $3 95 each

The man who reads this second letter knows, without your telling him so, that you are interested in his business. Furthermore, you have given him all the information he needs. He doesn't have to look up the copy of his order to remember that he bought bill folds. The extra bit of information in addition to the routine facts makes everything clear to him.

The second letter has none of the vague and stilted phrases which dominated the first letter—"your valued order"—"we trust"—"favor us with more of your business." Brush out these cobwebs from your dictating vocabulary.

Turning Kickers Into Boosters

The customer who takes the trouble to write a complaint is frequently the most valuable customer we have. He may help us unearth a situation that is driving customers away from us every day. We must remember that for every customer who writes a complaint there are from 10 to 25 who were dissatisfied for the same reason but who did not complain. They simply stopped buying.

Every complaint brings a correspondent a problem filled with vast potential possibilities for good or for evil. Tactful, thorough, pleasant handling of a customer's complaint may turn a disgruntled customer into a friend for life. Careless, slipshod, or snappy letters in answer to a complaint may do more harm than good, even though you concede the customer everything he asks.

Here are some things to remember when answering a complaint of any kind:

Reply to a complaint promptly.

If we are wrong admit it at once. Do not try to pass the buck, alibi, or attempt to argue with the customer.

If there is an adjustment to make tell the customer about it immediately. Do not ask him to read through several paragraphs before you give him the good news.

Never use expressions such as "your claim," "you allege," "according to your contention," etc. Such phrases only irritate the customer because it seems as if we are casting doubts on his honesty.

Do not grovel or apologize too profusely. Almost any customer will be reasonable in excusing us for a mistake. He makes mistakes himself. He doesn't want anything more than fair treatment.

Some correspondents fall into the habit of adjusting a complaint as if they were doing the customer a big favor. That is the wrong attitude to assume. There's an old saying that the Lord loves a cheerful giver, and to this we might add that a customer respects a cheerful adjustment. He is not going to appreciate any adjustment if you try to make him feel that you think he is putting something over on you.

If you know the customer is actually dishonest, that brings up a different situation calling for firm, strict treatment, probably to be handled by an officer of the company.

A customer wrote to a wholesaler, complaining that an error had been made in shipping two dozen shovels, when he ordered only one dozen. In his letter he asked that his account be credited for the amount of the extra dozen shovels.

The correspondent answered him as follows:

In your letter of April 4 you claim that we shipped 2 dozen shovels instead of 1 dozen as ordered Investigations of our records show that you are correct in your claim However, we cannot give you credit on our books for the item until we receive the shovels Kindly return them to us at once and we will have a credit memorandum issued for the amount in question.

This correspondent infuriated the customer. After all it was a mistake of the house. The customer is told that the house thought him a liar until they made an investigation. Then he is ordered to return the shovels "at once." To add insult to injury the correspondent practically tells the customer that the house wouldn't trust him with a credit memorandum until the shovels are received. This complaint could have been handled much more tactfully by a letter similar to the one that follows:

We are glad to cancel the charge for the extra dozen shovels we shipped you by mistake Credit memorandum for the amount is enclosed

Will you please keep these shovels until our salesman, Mr Willet, calls? It is possible that he can dispose of them to some near-by customer and save the extra cost of returning them to us We are writing him about the error today

Please accept our thanks for calling this mistake to our attention We are mighty sorry, Mr Conway, that it put you to this trouble

The correspondent wrote the salesman, sending him a copy of the letter. He suggested that perhaps Mr. Conway could use the extra dozen shovels, and urged the salesman to try to sell them to him. If that couldn't be done, the salesman could put them in his car and sell them to a near-by customer. When the salesman called, he found that Conway had sold more of the shovels than he had anticipated and was glad to keep the extra dozen.

The Difference Between a Brief Letter and a Curt Letter

We must remember that a long letter can be curt, and that a brief letter can be friendly, polite, and courteous. Brevity is one of the most important qualifications of a good correspondent, yet too many men think that to be brief is to be curt. That is not true. A brief, concise, one-paragraph letter can be as courteous as a preacher soliciting contributions. A long, rambling, unplanned letter can be curt and irritating to the point where every paragraph read makes the reader madder and madder.

I saw a letter from a finance company the other day which read:

> Dear Sir:
>
> Your payment due February 4 is 10 days overdue. Kindly remit by return mail.

The man who received that letter was ready to make his payment which was the final installment on an automobile. He knew that the company would hesitate before going to court over the last payment which was for $33.47. So he decided to see what would happen. Three days later another letter was received. He didn't answer. Two days later came a third letter. In 2 more days a man telephoned and my friend gave him a piece of his mind.

When he finally sent a check for the last installment it was a month late. There were three letters and two telephone calls and one threatening letter written on "Legal Department" stationery. Only one letter would have been necessary had the first one been a good one. Suppose the bright young man in the collection department of this finance company had written:

> Dear Mr. Brown:
>
> I know that you'll breathe a sigh of relief when you pay the final installment on your automobile. The payment must have been overlooked by you because it is now 10 days past due.
>
> So that we can send you your final papers and cancel your note promptly I am sure you will accept this letter as a reminder to mail that check tonight.

The second letter is less irritating than the first. We must remember that the customer has the whip hand. We can write a curt and snappy letter any time we want to. And the customer can get his revenge for our discourtesy by giving his trade to a competitor.

One of the chief reasons some customers find fault with brief letters is that they seem too mechanical. Hackneyed phrases are inexcusable at any time, but in a brief letter they stand out like a boil on the end of your nose.

Here is an example:

> In reply to your letter of May 12, we beg to state that our discount is 50 off list, 2 per cent, 10 days.
>
> Hoping to be favored with your valued orders, we are,

"In reply to," "we beg to state," "hoping to be favored," "your valued orders," are four phrases which have been gathering moss for several generations. In a longer letter they might go unnoticed. But in this brief letter they sound as if they were ground out of some machine. They ruin the entire letter.

There are many better ways to answer this inquiry about discounts. Isn't the following letter a big improvement?

> We are glad to tell you that our liberal discount is 50 per cent off of our list prices For payment in 10 days we allow a cash discount of 2 per cent
>
> Your orders will be shipped the same day we receive them and we are sure you will be pleased with our merchandise and our service

If this suggestion seems too long, perhaps you'd prefer the one that follows:

> Thank you for your inquiry of May 12
>
> Our list prices are subject to a discount of 50 per cent, less a cash discount of 2 per cent for payment in 10 days.

Is It Possible to Write as You Talk?

Many letter authorities claim that every correspondent should write as he talks. This isn't always possible. Nor is it always good business. While there is no excuse for putting big words, hackneyed phrases, or stiffly formal sentences into a business letter, there should be a certain amount of restraint in every letter.

In their effort to be friendly and natural in letters some correspondents go too far. Their letters are too familiar and in some cases are actually flippant and lacking in good taste. Al Smith once referred to President Roosevelt as "You old Potato," but I doubt if it would be good policy for any of us to use this manner or phraseology in addressing our customers.

I have found it a good rule never to write anything in a letter you wouldn't say if you were face to face with the man to whom you are writing. If you are the kind of person who would say, personally, "We will hold the matter in abeyance until receipt of further instructions," it may be permissible to write such language in a letter. But the chances are that you would, if you were talking, say, "We will do nothing about this matter until we hear from you"; or you may even say, "We will keep this proposition on ice until you give us the 'go ahead' signal." Either of the two latter sentences is much better than the phony formality of the first.

Harry Tammen, famed owner of the Denver *Post,* made $10,000,000 out of his various enterprises, partly because he was shrewd, and partly because he had the audacity to address anyone and everybody just as he saw fit. He called famous women "sister," just as some of us would call a ten-year-old girl "sister," but he had the personality to go with such audacity. While not all of us can be as audacious as Mr. Tammen was, we can dispense with much of the stiffness in the letters we write without being audacious or clownish.

When a chorus girl says to another, "Be yourself, dearie," she is giving mighty good advice. We must "be ourselves" in writing letters. We mustn't try to put on a false face and write as if we were imitating Daniel Webster.

A sales correspondent wrote to a list of customers about a special offer that was to be withdrawn in a few days. He ended his letter, "Call us on the telephone today and place your order for your fall requirements." Another correspondent wrote, "Pick up your phone, call Hemlock 4000, and tell us how much you can use."

Another sales correspondent wrote in answer to a customer who complained about slow shipments: "We have completed a thorough reorganization of our shipping facilities so that in the future your orders will be greatly expedited." "Greatly expedited," my eye! Why doesn't he write something like this? "We have added two more shipping clerks to the gang in the shipping room and from now on your orders will be shipped the same day we receive them."

A policyholder of an insurance company couldn't pay his premium on the due date. He didn't know that he had 30 days of grace. Hoping to obtain some sort of extension he asked if he could delay payment for 2 weeks. A correspondent wrote:

> Inasmuch as your payment on our Policy No. MA31234 is due on March 20 your period of grace does not expire until April 20. Therefore, permission is hereby granted to delay remittance until that date.

An executive whose head was filled with more common sense saw the letter and changed it to read:

> We are glad to tell you that you are allowed 30 days of grace after the due date of March 20 for your payment on your policy No. MA31234. It will be perfectly all right for you to wait 2 weeks after March 20 to send us your payment.

I am sure that the policyholder felt much better when he read that second letter than he would have had he read, "Therefore, permission is hereby granted to delay remittance until that date." The second letter is more human. It leaves no question in the recipient's mind as to what date was really meant.

The Art of Getting Your Letters Read

Nothing gets me more out of patience than to hear a man say, "People won't read long letters." The truth is that people will read letters, three or even ten pages long, if they are interesting. One of the best paying letters ever written by Cameron McPherson, the nationally known letter expert, was a three-page, single-

spaced letter. It sold thousands of dollars' worth of educational material, admittedly difficult to sell by mail.

So don't worry about the length of your letters if you really have something to say and can put a dramatic wallop in every paragraph. The trouble with most long letters is that the men who write them use words to cover up instead of uncover ideas.

Of course, in the ordinary run of correspondence, long letters are seldom needed. The point I am trying to get over is that the length of a letter has nothing to do with its readability or its power.

The knack of writing a good letter consists of setting up a train of imagination in the mind of the reader. How many times have you heard a person, in recommending a book or a magazine say, "It was a very interesting book—I read it from cover to cover"? There's a phrase you've heard time and again until it no longer means very much. Recently a friend wrote me, "It was half past three in the morning when I clicked out the light and put down *Men Against the Sea.*" That one phrase made me want to read the book.

If you are trying to sell a merchant something, make him hear the ring of the cash register. If you want to sell a farmer, paint a picture of bountiful harvests. If your words start an imaginative train of thought in the prospect's mind, his own imagination will do far more to make him buy than anything you can say. A letter to sell gas heating started off: "Gas heating is now available to every home owner." Home owners didn't go wild with excitement at this news. A more expert letter writer changed the lead of this letter to read: "How would you like to start your furnace going full blast on a cold morning without getting out of bed?" That was an improvement. Then another correspondent cut up the opening into several short sentences:

> February weather--Below Zero.
>
> 7 A.M.--the house is Klondike cold.
>
> But you stretch your arm and turn on the furnace with a twist of your wrist.
>
> WITHOUT EVEN GETTING OUT OF BED.

Any home owner who has ever suffered through winter after winter getting up half an hour early just to attend to the furnace is going to read that letter.

Letters must set down the common experiences of the people who are expected to read them. A sales book and register salesman once went into a store where the owner had refused to talk with him. Before introducing himself or even mentioning the delightful weather the salesman said: "Are you sure you charged Mrs. Jones with that pound of coffee she asked you to bring out to her car?"

That question started the grocer's mind working. Yes, he had taken a pound of coffee in a big hurry to a customer's car one day last week. Was it Mrs. Jones? Or was it Mrs. Wilson, or Mrs. Mather? He was pretty busy that day. Did he forget to charge it? Does this sort of thing happen very often? Is that where his profits were going—forgotten charges? He listened to the salesman explain how his system prevented forgotten charges. He ended by buying the system.

The salesman told his sales manager about the sale. They sent out several thousand letters beginning, "Did you charge that pound of coffee you handed to Mrs. Jones in her car one day last week?" The letter pulled splendid returns.

Letter Appraisal Form

This appraisal form is intended to assist you in revising your own letters or in indicating to others the specific weaknesses of the letters that are submitted.

Before appraising a letter, be sure to determine its exact purpose. What message is it expected to convey? What response is desired from the addressee?

Place a check mark in the column "Yes" or "No" opposite each question which applies to the letter you are appraising.

IS THE LETTER	Yes	No
1 COMPLETE		
a Does it give, in the most effective order, all information necessary to accomplish its purpose?		
b Does it answer fully all the questions, asked or implied, in the incoming letter?		
2 CONCISE		
a Does the letter include *only* the essential facts?		
b Are the ideas expressed in the fewest words consistent with clearness, completeness, and courtesy; have irrelevant details and unnecessary repetition been eliminated?		
3 CLEAR		
a Is the language adapted to the vocabulary of the addressee?		
b Do the words exactly express the thought?		
c Is the sentence structure clear?		
d Are the paragraphs logical thought units, arranged to promote easy reading?		
4 CORRECT		
a Is the accuracy of all factual information beyond question?		
b Are all statements in strict conformity with policies?		
c Is the letter free from (1) Grammatical errors, (2) spelling errors, (3) misleading punctuation?		
5 APPROPRIATE IN TONE		
a Is the tone calculated to bring about the desired response?		
b Is the tone calculated to build or protect good will?		
c Does the entire letter evidence a desire to cooperate fully?		
d Is it free from antagonistic words or phrases?		
6 NEAT AND WELL SET UP Will a favorable first impression be created by (1) Freedom from strike overs and obvious erasures, (2) even typing, (3) position of letter on the page?		

To what extent is the letter likely to accomplish its purpose, obtain the desired response, and build good will? In other words, how do you rate its *general effectiveness?* Underline the word which best expresses your rating:

A. OUTSTANDING B. GOOD C. PASSABLE D. UNSATISFACTORY

IN RATING ANOTHER'S LETTER

If the letter is "unsatisfactory," be sure to indicate the specific weaknesses which necessitate revision. Similarly, if the letter is only "passable," indicate clearly the weaknesses to which attention should be given in future letters.

What It Costs to Write a Business Letter

Based on a 1-page, 200-word letter. From a Dartnell survey.

Cost Factor	*Average Cost*	*Your Cost*	*Ways to cut cost factor*
DICTATOR'S TIME Based on a salary of $175 a week (40 hours). Dictate 15 letters a day at an average of 7 minutes for each letter (1:45 hours)	$0 51		Shorter letters, let assistants write standard replies, increase use of dictating equipment, use telephone, consider form letters.
SECRETARIAL COST . . . Based on a salary of $100 a week (40 hours) and an average of 15 letters a day at 20 minutes per letter (including dictation). Five hours total time.	0 83		Where possible use stenographic or typing department, use advanced transcribing equipment, use automatic typing where possible, develop efficient style manual and foster training programs.
NONPRODUCTIVE LABOR Time consumed by both dictator and secretary in waiting, illness, vacations, etc. 15 percent of the labor costs.	0 22		Develop stenographic pool concept, use form letters when possible, use outside service organizations when needed, enforce telephone call control at dictating time.
FIXED CHARGES Overhead, depreciation, rent, light, interest, taxes, pensions, and other costs. 45 percent of labor cost.	0 65		Review use of all available space, investigate equipment developments that control the need for more employees, study office efficiency and layout programs.
MATERIALS COST Stationery, carbon paper or copy machine sheets, typewriter ribbons, pencils, other types of supplies.	0 07		Check out savings from using the better quality ribbons, carbon, etc.; consider in-plant printing of letterheads and envelopes, have control program for waste.
MAILING COST First class postage (6 cents) plus 20 percent airmail, gathering, sealing, stamping, sorting, delivery to post office.	0 16		Plan mailing schedules to keep airmail at a minimum, use high-speed metering and mail systems to cut labor costs.
FILING COST Clerk's time (salary), cost of equipment, cost of supplies, etc.	0 10		Centralize filing department if possible, investigate new filing systems and methods, develop retention programs that save space.
TOTAL COST	$2 54		YOUR COST

[1] Top executive salaries are excluded in this survey as are salaries for private secretaries.

Rules for Business Punctuation

The Comma

1. Use a comma after each word or phrase of a series of three or more words or phrases. (The final comma, however, is often omitted.)

He will visit Buffalo, Syracuse, and Albany.

2. A comma accompanying a quotation mark is placed inside it. (This is true also of a final period.)

"Your order," John insisted, "was mailed yesterday."

"Now that we are here," Jim asked, "where do we go?"

3. Where the needed emphasis so demands, use a comma (a) after a noun clause when long, and (b) after a short noun clause ending with a verb.

(a) That the work of carrying on an extensive business and attending to all the details is difficult, no one will dispute.

(b) That he has failed, does not concern you.

4. Use a comma before a clause beginning with *who* or *which* only when the meaning is "and he" (*she, it*, etc.).

Your employer, who is a man of strict integrity, would agree to these terms. "Who is a man," etc., is equivalent to saying, "and he is a man," etc.

The goods, which were in perfect condition when purchased, were entirely ruined in transit.

5. Omit the comma before *that, who*, or *which*, when "and he" (*she, it*, etc.) cannot be substituted.

This is the man *that* called yesterday.

This is the man *who* called yesterday.

These are the goods *which* were ruined in transit.

Note—*That* is generally regarded as preferable to *who* or *which* when "and he" (*she, it*, etc.) cannot be substituted.

6. A transposed participial phrase is set off by a comma.

Replying to your letter of July 5, we quote you the following prices.

Note—It is incorrect to use any punctuation mark other than a comma in constructions like the foregoing.

7. Use a comma after the following adverbs introducing a sentence: *Again, besides, first, secondly, thirdly, lastly, finally, moreover, indeed.*

Note—The adverb introducing the sentence modifies the entire construction.

8. Adverbs used parenthetically are set off by commas.

Nothing, *however*, can mend this defect.

9. Adverbs that modify some other part of speech are not set off by commas.

However necessary it may be, it can be postponed.

Note—In the foregoing sentence, *however* modifies *necessary*, and so is not set off by a comma. In the following sentence, *however* modifies the entire construction, and so is set off by a comma:

However, it is not necessary to decide this question.

The rules that apply to adverbs apply also to adverbial phrases and clauses; for example:

At the end of April, we mailed you a final statement. (Transposed adverbial phrase.)

In looking over our accounts, we find that we mailed you, at the end of April, a final statement. [(a) Transposed adverbial phrase; (b) intervening adverbial phrase.]

Before we can send you a statement, we shall be obliged to go over the accounts. (Transposed adverbial clause.)

We are sorry to say that, before we can send you a statement, it will be necessary, etc. (Intervening adverbial clause.)

10. A comma may be used to separate the parts of a compound sentence.

The books were mailed on the day that the order was received, and the bill was sent at the same time.

The Semicolon

A semicolon usually separates clauses or phrases that are equally important. The semicolon is ordinarily preferable to a comma in such situations if there is no conjunction between the equally important items, or if they themselves contain commas.

The books were mailed the same day; the bill was sent immediately.

Singapore, being near the equator, has a hot climate; but Nome, lying near the Arctic Circle, can be very cold.

We will stop at Sheridan, in northern Wyoming; at Butte, in southwestern Montana; and at Spokane, in eastern Washington.

The Period

Use a period after each sentence not ending with a question mark or exclamation point, and after each abbreviation.

Write me in care of John Smith, M.D., Rome, Ga., until further notice.

The Interrogation Point

Rule: Use an interrogation point after every direct question.

When shall our representative call, in the morning or in the evening?

Note—When two or more questions have a common dependence, usage varies as to the repetition of the interrogation point. The following styles are both used:

What is the meaning of all this delay, of all this neglect of our interests?

What is the meaning of all this delay? of all this neglect of our interests?

Chapter 9

CATALOGS AND PRICE LISTS

THE trend is toward less extravagant catalogs in most lines of business. It used to be that manufacturers felt it necessary to outdo their competitors and put out catalogs which were really works of skill and art. But as the cost of producing the "de luxe" type of catalog rose, one company after another found it advisable to spend the appropriation for catalogs and price lists more carefully. They would rather have more catalogs to distribute even if wider distribution might mean a less distinctive piece of literature. In fact, some companies found they were able to get just about as good sales results with simple black and white catalogs, produced by the offset process on tough paper, as from the elaborate publications they had been using.

In the last analysis the job of a catalog is to present the products in the line, and give prospective buyers essential information about them. To be sure, an expensively produced catalog helps to sell a product which is colorfully illustrated in an atmosphere of quality. Certainly it contributes to the impression of quality in a prospective buyer's mind. It is also a source of pride to the company whose name graces the cover, as well as to the printer and the manufacturer who supplied the paper. And, it goes without saying, the salesmen like a certain amount of "swank" in sales literature of any sort. But the question which the company that foots the bill must ask is: "If we spend the extra money it will cost to prepare a superlatively fine catalog, will it produce enough plus business to justify the expense?" It is not an easy question to answer.

The big mail-order houses, like Sears, Roebuck & Company, which have built businesses by catalog selling, know almost to a dollar what they can afford to spend, in space and production cost, to sell a piece of merchandise profitably. By the process of careful testing and checking they know the extra business which results from the use of color. They have found that there

is a point of diminishing returns in preparing their big catalogs; when it becomes unprofitable to "punch" a product. Yet when they have something to sell like a new freezer upon which they wish to build a quick volume, the catalog department does not hesitate to go all out in featuring it on the cover, with special four-color inserts, or in other ways to attract maximum interest.

This same principle applies to any catalog. If it is important to surround the product with an atmosphere of elegance and quality, as in the case of quality-priced table silver, it would be shortsighted indeed to economize. In the same way, if the manufacturer is a newcomer to the field, or has not established leadership, then obviously it needs a catalog which will create an impression of reliability and progressiveness. In such cases the extra cost of an outstandingly fine catalog would be justified. But to issue an expensive catalog, just because a competitor elects to spend his sales promotion appropriation that way, is neither wise nor necessary.

The catalog does, however, represent the house in the eyes of the customer. It is your silent salesman. You want your salesmen to dress neatly and to conduct themselves in a way to create a favorable first impression of the company they represent. But you do not want them to overdress. You do not want them to scream at their customers. You do not want them to oversell or brag. So it is with your catalog. It should be neat, but not gaudy. Dignified, but not stuffy. Impressive, but not extravagant. By taking advantage of the many new techniques and processes which have been developed in the graphic arts, you can have a catalog that will meet those specifications without lavish spending. In fact, by careful planning, watching processes, and cutting out unnecessary frills it is possible to hold unit catalog costs to prewar levels, in spite of the fact that materials and wages have drastically increased.

Whether the catalog is distributed by salesmen, mailed direct to customers and prospects, or used by dealers' or distributors' salesmen as an active sales tool, the supporting promotional program is geared up to the job of keeping it alive and in steady use. For maximum usefulness a catalog must be: (1) Easy to handle and to refer to, which means that products listed are conveniently grouped and thoroughly indexed; (2) complete with respect to descriptions, uses, styles, sizes, colors, packaging, prices, and other clear answers to purchasers' logical questions; (3) well illustrated and well written, with pictures that show the products to best advantage and copy that goes beyond mere description

to tell what they will actually do for purchasers; and (4) pleasing in appearance and durable in construction, so that it will have frequent attention and long life.

As quoted in the Reporter of Direct Mail Advertising (January, 1966), Charles F. Higgins, general catalog promotion manager for Montgomery Ward & Co., said:

> "Last year, catalog sales accounted for $535 million or approximately one-third of our $1.7 billion in total company sales. Incidentally, the catalog volume was the fastest-growing part of our business. The larger increase in catalog sales was not confined to Ward's alone, for industry catalog sales also rose at a more rapid rate than industry retail sales.
>
> "In order to obtain this business, we sent out nearly 50 million catalogs—mostly through the mails—or, to look at it another way, distributed over 28 billion catalog pages.
>
> "Direct mail advertising itself is growing rapidly. Total expenditures for direct mail advertising increased 550 per cent since 1946 and now totals over two billion dollars. What is more important, direct mail increased its share of the advertising dollar from 9.9 per cent in 1946 to 15.5 per cent last year. No other advertising medium increased in relative performance during this period with the single exception of television, which was not a factor in 1946.
>
> "It is significant that many advertising agencies have added direct mail divisions to their operations in the last couple of years.
>
> "Retail sales this year should total approximately $280 billion. By 1975 we expect this figure to approximate $450 billion. In-home selling should expand even more rapidly. Today, approximately 9 per cent of the general merchandise sales are made through in-home channels. By 1975, we expect this to be more than 11 per cent of a much larger market; therefore, the growth of in-home selling will occur not only because of growth in the total market, but also through diversion of the consumer's dollar away from in-store buying."

Purposes for Which Catalogs Are Used: Practically every business requires a catalog of some sort. In the mail-order field the catalog is the backbone of the business. Millions of dollars are expended upon its preparation, production, and distribution. Before costs increased to present high levels, it was customary for the big mail-order houses to send catalogs upon request, and once a person had requested a catalog, he automatically received successive issues. But mail-order catalogs have become so large, and represent such a substantial outlay of money, that it has become common practice to restrict the distribution of them to actual customers, or make a nominal charge which is credited on initial purchase. These big catalogs are standard equipment in millions of homes, especially in rural and small-town areas. They are perhaps the most important printed sales literature. They are usually issued annually, with seasonable supplements featuring special merchandise at special prices. In thousands of com-

munities throughout the world, the mail-order catalog sets the prices at which "shopping" merchandise is sold.

Another type of mail-order catalog, also widely distributed, is issued by companies selling a limited line of specialties, such as the Frank E. Davis Fish Company, the New Process Company, direct-selling cigar manufacturers, and others. These are smaller pieces, featuring a limited selection of products, but they are mailed out by the millions. Then there are the inexpensive consumer catalogs issued for dealer or agent distribution. There is a great variety of these. In this classification would be catalogs issued by automobile manufacturers, some of which are highly effective pieces of sales promotion and all of which play an important part in a marketing operation.

Then there are the "general line" catalogs used to promote sales through dealers. This type of catalog usually presents, in as attractive a way as possible, a manufacturer's line of products. It is used to sell the dealer, but may also be used by the dealer in selling the consumer. The general line catalog is not, however, intended for widespread distribution and is usually painstakingly produced. It may, or may not, include data on the use of the product. A difficulty in the use of dealer catalogs is their cost. Obviously if the price to the dealer were quoted it would be impractical for the dealer to show it to a prospective retail buyer. So "list" prices are used, either in the catalog itself or in an accompanying price list. The dealer is allowed a discount from these prices, which discount represents his mark-up. Instead of printing new catalogs every time there is a price change, the discount is adjusted or a new price list is issued. The same catalog may be used to promote sales through wholesale distributors, but the discounts, of course, will be different.

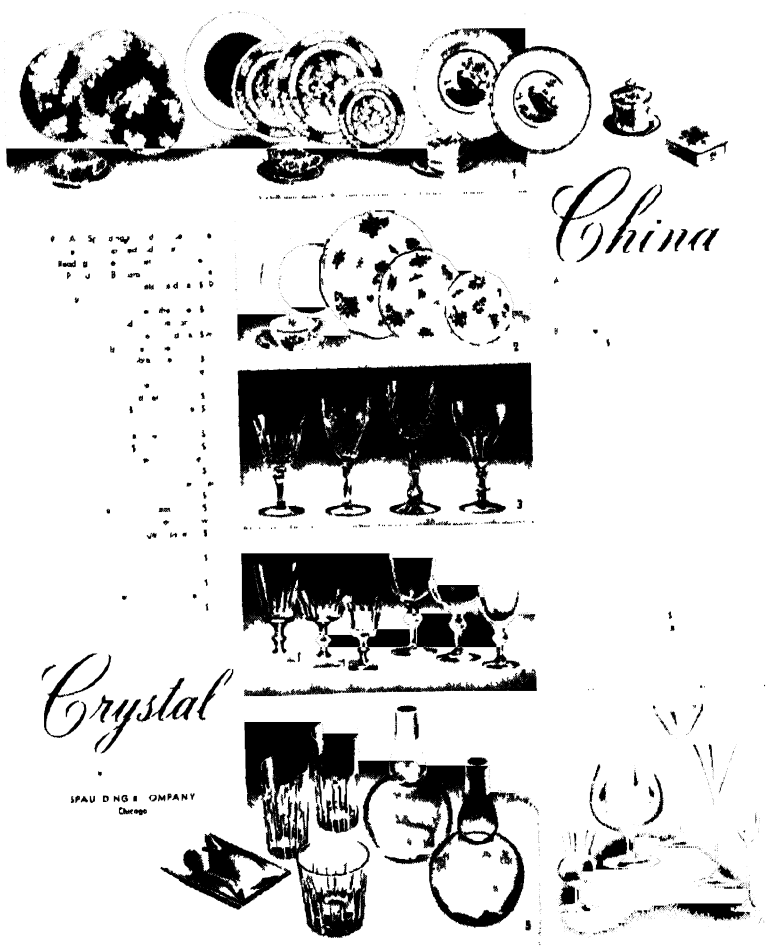
On the other hand, catalogs designed for industrial selling, that is to say for promoting the sale of products for conversion or use by contractors and industrial establishments, frequently carry prices, except during a period of fluctuating prices, when a separate price list is enclosed with the catalog. This type of catalog is usually far more detailed, and gives purchasing agents, engineers, and other technicians the specifications and working information they need about the product and its uses. Because of the problem involved in maintaining a file of catalogs in the purchasing department, there has been a tendency lately to standardize the size of industrial catalogs at 8½ by 11 inches.

Keeping a file of catalogs is so complex and such a headache for the average purchasing agent, architect, engineer, or buyer

that it has led to the development of multiple-company catalogs. Typical of these is the "Sweet's Architectural Catalog," which assembles in bound form, catalog sections of a number of companies manufacturing building supplies and materials. These sections follow a standard pattern, and are supplied to the publisher in quantity, bound by him into numbered volumes, and selectively distributed. In that way an architect or purchasing agent has a central, organized file of relevant catalogs covering the principal sources of supply, which is *always* up to date. The catalog publisher charges so much a page for this service. It relieves the manufacturer of many problems connected with giving catalog service to buyers or specifiers, and assures him full coverage.

In the promotion of engineering specialties, especially those used in the electrical industry where the product is highly technical, it is not unusual for catalogs to be issued in the form of loose-leaf bulletins, uniform in size and lay-out, punched for filing in a ring binder supplied by the manufacturer. Each bulletin describes one product and carries a date line. The bulletins vary from a single sheet to an 8-page folder. The big advantage of this type of catalog is that it is always up to date (assuming the user files the bulletins as they come in) and sheets can be lifted out for use in the drafting department if desired.

PLANNING THE CATALOG

The first step in planning a catalog is, as they say in military circles, to "make an estimate of the situation." It is not unusual when the catalog spearheads a new selling strategy, as is often the case, to begin by making a survey of the customers' needs as well as the way the catalog will be used by the sales organization as a promotional tool. This, for example, was the procedure followed by General Electric Supply Corporation when it was necessary to get out a new catalog covering the company's line of fluorescent lighting equipment. It was found, as a result of such a survey, that buyers wanted more functional information than the usual catalog included. Salesmen wanted a catalog which they could use in selling the "idea" of better lighting to prospective buyers, and they wanted the product benefits clearly set out, with the necessary technical information and price data so organized that they could use it quickly over the telephone or in personal calls. This information was not only helpful in preparing the catalog, but equally helpful in getting top management approval for the expenditure required.

A strikingly effective and well arranged page from a catalog issued by Spaulding & Company, Chicago Skillful handling of the photography in illustrating this catalog was the secret of its good looks Produced by the rotogravure process, it presented the merchandise without using color or photoengravings Note how the producer lightened alternate portions of each illustration, so when joined they did not run together

General Electric's Master Catalog: As a result of the survey, General Electric issued what is called a "Master Catalog." It showed the company's line of fluorescent lighting equipment, including important product data useful to salesmen. In fact it presented all the basic information, plus the application data, needed by a salesman or a contractor to intelligently plan and sell lighting installations. In short, it was built to the specifications of those who used the catalog, and not those of some advertising man who looked upon the preparation of a catalog as an opportunity to demonstrate his advertising skills.

While a catalog of the type mentioned, indexed so that it functions as a sales manual as well as presenting the line, served General Electric in this particular case, there is a danger of putting too much "application data" in a catalog. The trend is toward breaking the catalog down into functional sections, rather than attempting to do too many things under one cover This reduces waste in distributing it. The sectional catalog, with a different unit for each application, permits sending a prospective buyer only those pages which directly interest him. If he is a banker, he gets information on how banks use the product and the products adapted to use by banks. Catalog sections are punched for ring binders, so that wholesalers or contractors who sell the full line can bind the various sections together under a tabbed index, and keep the information in one place.

In the case of a wholesaler whose salesmen sell several thousand different products from a catalog, the problem is to condense the catalog so that it will be as compact and easy to "tote" as possible. Catalogs for use by wholesalers' salesmen are usually bound in tough leather covers with handles attached, so they can be carried into the store by the salesman just as he would carry a sample case. They are printed on tough, lightweight (long fiber) paper to give minimum weight with maximum life.

A manufacturer selling the buyer direct by mail might find his customers depend upon his catalog for a wide range of information beyond descriptions of the products. Thus the A. I. Root Company, manufacturer of beekeeping supplies, scatters "how to" information through its catalog on such beekeeping problems as: "When to take off honey," "How to fold sections," "When to requeen a colony," etc. This sort of information makes the catalog useful. Anything which adds to the usefulness of a catalog and increases its span of life is a desirable customer service, provided it does not detract from its purpose of present-

ing the line. How far to go in that direction should be determined by a careful analysis of customers' needs.

Other questions which arise in planning a catalog, and which likewise can best be determined by customers' needs, are: How much color should be used in presenting the product; how the catalog is to be kept up to date and alive after it gets into the customer's hands; how prices are to be handled; and the procedure to be followed to make it easy for the customer to order. For example, some companies find it pays to enclose an order blank in the catalog, which can be folded and mailed without an envelope. This type of order blank might be of little value when the catalog is used by dealers who usually keep carbon copies of orders, but it might be very helpful to the type of customer who has no facilities for writing letters and does not have to make copies of orders.

Then there is the important question, which always comes up in the lay-out of a catalog, of space allocation. The usual practice is to leave this up to the advertising department or printer. It does simplify production, but it is not the best approach. Allocate space on the basis of customers' needs rather than a copywriter's whim. The sales department knows which products are moving rapidly, which are showing the highest percentage of repeat sales, and which have the most desirable competitive advantages. These products should be featured aggressively. They should be fully dramatized, given extra space in the lay-out, and preferred position. This places the emphasis where it belongs, on products which give the greatest customer satisfaction and turn over most rapidly. It is better business to "punch" such products rather than those which return the largest "book" profit. Manufacturers rail at dealers who balk at stocking a nationally advertised product, because they can buy a long-profit orphan brand for less money. But they do the same thing in planning their catalogs. The most profitable merchandise is not always the items with the longest profit. but those which build satisfied customers and repeat orders. With volume playing the important role it does in business today, catalogs and salesmen alike should emphasize turnover.

When the customers' needs have been determined, and a catalog to meet those needs laid out, it is then possible to estimate how much of an appropriation will be required. Too many appropriations for catalogs are based upon "what we usually spend" or "what we spent last year" rather than upon the job to be done. The cost of a catalog, as is true in all sales promotional

literature, is not its first cost, but the business good it does a company. The most expensive catalog of all is the one that looks pretty but because of poor planning produces too little business.

The Single Product Catalog: When the "line" consists of a single product, as for example a gas range, the catalog really becomes a sales presentation book. An excellent book of this

Modern catalogs make good use of read-as-you-run charts to show the uses and specifications of the product. A shirt manufacturer demonstrates the type of face best suited to wear nine styles of collars, for the benefit of dealers' salespeople.

type was developed for Roper gas ranges, the manufacturer of which claims to be the oldest maker of fine gas ranges in the country. To support its claim to fame, Roper issued to its dealers a carefully planned 8½- by 11-inch loose-leaf brochure. It was produced by offset process, spiral bound, and in full color. Following a brief foreword, the book set down 15 points a purchaser should consider in selecting a gas range. Then, one after another, each of these 15 points was covered, 1 point to a page. While there are several models in the line, the usual practice of picturing each model (all more or less alike) was not followed. Instead a page in the book explained that there was a Roper range to suit your particular desires, in which ovens, broilers, drawers could be arranged to please. Charts were used to show the oven arrangements available.

Engineering Catalogs: Industrial buyers, especially in highly technical fields, like to have catalogs which can be kept up to

date by adding inserts furnished by the manufacturer describing newly developed products or appliances. It is not unusual for such manufacturers to issue catalogs in serial form, each appliance or product being described on a separate sheet, or folder, as the case may be. It is helpful when that procedure is followed to use the Dewey decimal system in indexing such releases. Customers are supplied with a post binder containing the current material, with tabbed and numbered indexes. The first digit on the release indicates the main classification or tab under which the insert belongs. The second digit, following the first decimal point, indicates the subclassification, and the digit following the second decimal point indicates the position of the sheet in the subclassification. Thus an electrical switch for high-voltage use might be indexed 4.7.18. This would be filed in the binder under tab 4, which covers switches of all types, subclassification 7 which relates to switches for use on high-voltage lines, and 18 denotes it should be filed after the insert numbered 17 under subclassification 7. One advantage of using this method of indexing loose-leaf catalog material is that it not only tells where the insert should be placed, but at the same time informs the customer if the material in that particular classification is complete or not.

Catalogs for Foreign Markets: Aldens, Inc., is one of many companies which have begun adapting their catalogs to international selling. The company is developing mail-order markets in Central America and the West Indies, as a beginning, for these reasons: (1) The improved living standards in Latin American countries; (2) faster transportation of mail, travelers, and merchandise, resulting in increased trade; (3) the pent-up demand for American goods; and (4) the nonexistence of large department stores as they are known in the United States. Potential customers for catalog sales are planters, ranchers, professional people, high-salaried workers and merchants, and the members of foreign colonies. Despite difficulties of market studies to determine the customs, styles, and preferences of different countries, of copy translation for different countries, and of local-color illustrations, both consumer and industrial catalogs are literally going abroad at a greater rate than ever before.

PREPARING THE CATALOG

As a sales promotional production job, the preparation of a catalog usually represents by far the biggest, most complex, and

most time-consuming single piece of work the department handles. In general it is a different kind of job as well, calling for closer cooperation with the sales, manufacturing, and purchasing departments than do the average run of sales promotional pieces. For that reason, the planning, creating, and producing of catalogs do not necessarily follow quite the same course as the other forms of sales promotional literature outlined in the following three sections.

For one thing, there is the matter of size. While a 32- or 48-page booklet is a pretty fair-sized project as booklets go, it is not uncommon for catalogs to run from 2 to 10 times that number of pages, with a proportionately greater number of illustrations to be obtained, pieces of copy to be written, and lay-outs to be made. Certain short-cuts and organizational procedures must be devised in catalog production, consequently, which are not considered essential in other sales promotional jobs.

Steps in Laying Out a Catalog Dummy: Most catalogs are departmentalized, and frequently different departments are placed under the supervision of different individuals. After the amount of space to be devoted to each department has been determined, and after supervisory control over the entire operation has been established in order to keep track of progress all along the line, the actual building of the different sections begins to take shape. The following procedure is common:

1. Dummies of the exact page size, either in the form of single sheets or of bound signatures of 8, 16, 32, or whatever number of pages are to be printed in one form, are obtained from the printer, binder, or paper merchant.

2. In the case of very large catalogs, these sheets or bound signatures may be printed with rules to indicate type-page sizes and margins. Otherwise, the lay-out man will open out the signatures to the center spread and rule the right- and left-hand pages to the exact page size and then, at the four corners of each page, will push the point of a divider through the remaining pages. Thus size; position; and inside, outside, top, and bottom margins are kept uniform throughout the entire section. Even if he is working with single sheets it is important to distinguish between the inside and outside margins of facing pages, especially if bleed illustrations are used or if rules, decorations, and other elements of facing pages are aligned and arranged in balanced lay-outs.

3. The contents are allocated according to the general plan of the catalog. Illustrations, text, captions, descriptions, prices,

headings, and whatever else must be contained in that particular section are assigned specific pages, with due regard to continuity and to avoid overcrowding some pages and going too light on others.

Many of the illustrations in modern catalogs are not limited simply to product photographs. Here is an example of how Roper Corporation employs human-interest values to produce an interesting catalog

4. Next comes the actual work of laying out individual pages, which is done before the type is set or the engravings made if costs are to be kept at a minimum. By determining spacing and positioning in advance, the cuts can be ordered to size, the copy can be lengthened or shortened, and the right type sizes specified.

5. When the engravers' proofs (or photostats, or Vandykes, if it is to be an offset job) and the galley proofs of the type are ready, they are cemented in position on each page, the captions and display type are added, and the section is ready for the finishing touches. This is the time to cut and fill rather than waiting until the pages are actually made up, although if the original typewritten copy was accurately cast up beforehand, cutting and filling after the type is set will be slight. This also is the time for any final copy corrections, alterations, or price changes. Few corrections should be necessary on the final page proof, to avoid needlessly running up the cost of the job.

6. The finished pages are finally assembled into the proper units for printing, so laid out as to combine the same colors in the same forms, and to permit the greatest economy in binding.

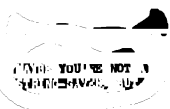
How One Company Solved the Organization Problem: As an illustration of the organizational problems involved in producing an exceedingly large catalog, the experience of the Physicians' and Hospitals' Supply Company, Inc., with its modern multipage book, offers some helpful suggestions. The catalog contains illustrations and descriptive copy of literally thousands of pieces of hospital equipment, supplies, instruments, and drugs. Most of the copy was rewritten from manufacturers' literature in as concise a style as possible so that it could be set in readable 8- and 10-point type rather than the less legible 6-point.

One practical device that proved helpful in keeping the pages in order and facilitated the assembly of the various signatures was the use of an oversize loose-leaf binder. As each page or each bound section was completed, it was folioed, inserted into its proper place in the binder, and kept there until ready for the printer. When enough consecutive pages were ready to complete a signature, they were delivered to the printer in marked file folders clearly identified as to page numbers, signature number, and section. This procedure prevented confusion all along the production line, as hundreds of pages were in work at the same time; and without proper organization it is easy to lose track of pages between the typesetting machines, the composing room, the proofroom, and the customer's office.

This is one of a series of "stunt" sales letters used by Butler Bros., Chicago, to reactivate acounts that had become totally inactive. A test was made of the results. "Sales to the noncircularised control group during the first six months amounted to 49 per cent of the entire previous year's sales. Sales to circularized accounts—63 per cent."

BUTLER BROTHE

ST LOUIS, MISSOURI

Dear Customer:

WHAT ABOUT SAVING TIME?
Butlers Catalog saves you time because you can order whenever you have a few minutes to spare — in the evening, if you like, or at home.

WHAT ABOUT SAVING MONEY?
Order from Butlers Catalog and have all the different items you need come in the same shipment: that's the way to cut down transportation expense!

WHAT ABOUT SAVING INVESTMENT?
Merchants who order by mail, from Butlers, can carry a smaller stock of any item, because they can re-order frequently and in small quantities.

WHAT ABOUT SAVING SALES?
With less money tied up in each item, you can afford to branch out a bit more -- carry a wider variety of merchandise. (See your Butler Catalog for lots of ideas.) Thus you'll save the sales you would otherwise lose to somebody else. Butlers Catalog saves sales in another way, too: you have fewer "Outs" when you keep stocks up with frequent mail orders.

AND NOW . . . WHAT ABOUT THAT ORDER?
Chances are you need stock in some lines this very minute. Then why not get your Butler Catalog out right now and see for yourself how ordering by mail, from Butlers, SAVES YOU TIME, MONEY, INVESTMENT, AND SALES!

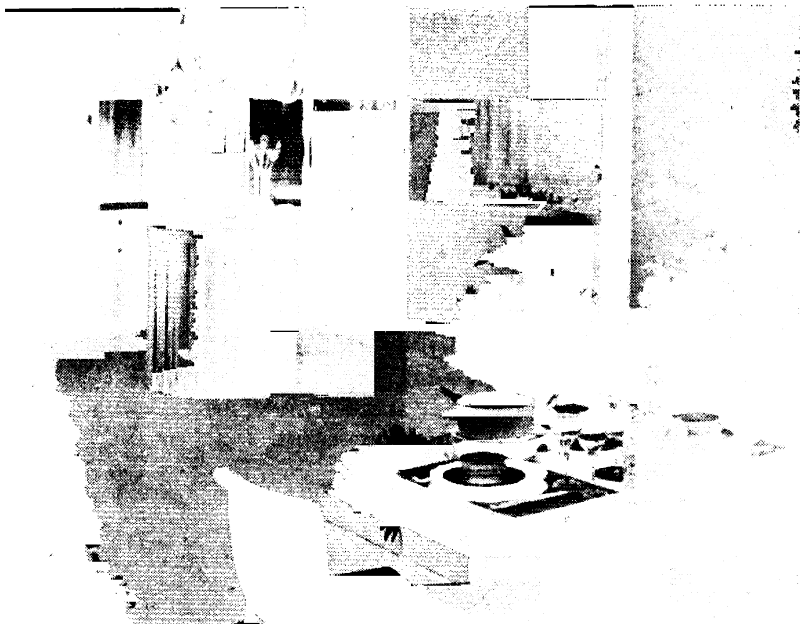
Sincerely yours,

R. H. Stoddard:BPC — SALES MANAGER

WHAT ABOUT MINIMUM ORDERS?
Nothing to worry about at Butlers; we only ask that your orders average $15 through the year. That's fair enough, isn't it?

A Dartnell Gold Medal winning letter by Butler Brothers, Chicago wholesaler. Designed to stimulate the use of a catalog which busy merchants might have put aside and forgotten. A test showed that sales from merchants who received this letter were about 20 per cent greater than from the half of the list which did not receive it. The string was a piece of fuzzy red yarn that stood out like a sore thumb. Note the footnote: Properly used, the "P.S." can be the most important "hook" in the letter.

Photographs Favored as Catalog Illustrations: Photographic illustrations lend themselves so effectively to catalog use that comparatively few companies now use line or wash drawings. In some cases, photographs are so retouched as to look like wash drawings, but in general the more natural the photograph the more productive it is. In the majority of cases, also, it is not considered sufficient just to show the product. It is better, from an interest standpoint, to show the product in use; but, lacking the opportunity to do that, most products show up better in an appropriate setting than they would without benefit of background or atmosphere.

Since a catalog comes closer to a retail newspaper advertisement than any other piece of sales promotional literature, the same principles of merchandise illustration that have proved successful in newspaper advertising prove equally successful in catalog selling. And a recent survey by the American Newspaper Publishers Association and the American Association of Advertising Agencies showed photographs to be far ahead of drawings in boosting advertising readership. In food advertising, for example, food photographs themselves attracted the greatest attention—followed, in order, by babies, celebrities, animals, children, families or couples, pin-up girls, product packages, and men. In picturing products in use, the nature of the product will determine what pictorial treatment is most resultful, but it is worth discovering which subjects are of greatest interest to buyers in particular cases. Further illustrative principles developed in the survey were that reverse plates, while sometimes favored by designers, are below average in attention value, and that a single illustration is more effective than multiple illustrations. Second choice is a single large illustration dominating one or more smaller illustrations. The wisdom of using color in illustrations depends on the importance of color as a selling factor for the product. Catalogs showing flowers, fabrics, furniture, or other products with color as a sales appeal will profit from the use of color pictures; catalogs devoted to machinery, hardware, electrical equipment, will not so profit.

One of the full-color illustrations in the Kelvinator catalog featured the Joan Crawford "Carriage Kitchen." Designer Marvin Culbreth took into account Miss Crawford's requirements for ample storage, easy cleanability, repetition of work areas, and her preference for modernity and little color. The "Carriage Lamp" design appliances were part of an exclusive collection of thirty "originals" in refrigerators, ranges and dishwashers illustrated in the catalog.

Following Up the Catalog: Since it costs real money to prepare, produce, and distribute catalogs, it is important to make sure they are being used. It is the practice of mail-order houses, as well as many others, to check customers' records periodically to determine if a purchase has been made from the last catalog before sending the customer another. The following letter, used with variations by Montgomery Ward & Company, Chicago mail-order house, shows one technique of doing this:

Dear Mr. Aspley:

Early in December I mailed you a copy of the special holiday edition of Ward's Star Value News, eight pages of newspaper advertising printed in rotogravure. My reason for sending it was the belief that you, like the thousands of other people living in or near large cities, would be interested in the convenience and economy of buying by mail or by telephone.

In looking over our customers' records this afternoon, I could not find where you had made a purchase by mail from this special advertising or placed an order by telephone. I decided to

write and ask if you would be kind enough to tell me frankly why you did not buy

It would be a great help to me if you would tell me how you feel about buying from Ward's I would appreciate this favor very much It is only by considering your reactions, criticisms, and suggestions that we will be able to offer the kind of service you desire

To make it easy for you to write me, I have listed some questions on the back of this letter which I wish you would fill out I am also enclosing an addressed envelope which requires no postage and will come to me personally

Thank you for this favor,

The questions which the customer was asked to answer on the back of the letter were as follows:

1 Did you receive the special holiday edition of Ward's Star Value News?

2 Did you look it over?

3 Was the plan whereby you could place an order by telephone and have the toll charge refunded clear to you?

4 Did you think the values were good?

5 If not, explain

6 Was the selection of merchandise to your liking?

7 Were the descriptions and illustrations adequate?

8 What items of merchandise were you most interested in?

9 Have you ever bought from Ward's, either by mail or from our Retail Stores?

10 How do you feel about buying by mail as a method of shopping?

11 Would a similar showing of our special holiday merchandise next December help you do your Christmas shopping?

PRICES AND THE CATALOG

The reason catalog users refer to their books most frequently is to check on prices, which is also the chief reason, in all probability, why it was published in the first place. Without minimizing the importance of the proper handling of all the other things

that go into its making, prices constitute a catalog's biggest use factor; it is changing prices even more than changing styles or the addition or deletion of lines that necessitate new editions and create the demand for the various types of catalog binders which permit pages to be replaced when they become outdated.

An illustration of the emphasis placed on price when there is a price story was provided a few years ago by the fall and winter catalogs of the mail-order houses. After 8 or 10 years of steadily rising prices, Sears, Roebuck & Co., Montgomery Ward & Co., Aldens, and Spiegel's found it possible in the following summer to reduce the prices of much of their merchandise for the coming season. Sears discarded its customary illustrated front cover in favor of a price message to customers which stated that Sears' prices really were lower, that "we guarantee to save you money," and "we guarantee to give you the immediate benefit of any lower prices after the catalog is printed." The 1,380-page book was the largest general catalog issued by Sears for several years, and price cuts averaging 8 per cent below the previous year were made on 62 per cent of the 100,000 or so items listed. Ward's emphasized the fact that the price reductions in its new 1,136-page catalog were more extensive than at any time in years, and that more than half the items listed were priced "very substantially below" the previous year. Prices in the 836-page catalog of Aldens ranged from 15 to 40 per cent lower than the previous book and the number of pages was up nearly 10 per cent. In every case, price was played up as the big news of the fall and winter season.

All catalog users aren't as price-conscious as mail-order buyers, of course, and all concerns issuing catalogs, even if they had such substantial price reductions to offer, wouldn't want to stress them so heavily. But under normal conditions—and disregarding such abnormal conditions as have caused the omission of prices from recent automobile catalogs, for instance—price is as indispensable a feature of catalogs as it is of retail merchandise advertisements in newspapers. The relatively small percentage of catalogs which do not include prices actually become style books, reference books, product listings, or indexes rather than catalogs.

Making Provisions for Price Changes: Where a catalog is necessarily so expensive that it can't be revised and reprinted periodically and where price structures are subject to frequent change, these considerations affect the planning of the entire sales promotional strategy. They are solved through any of the

following devices, depending on a company's particular problem:

1. The publication of a separate price supplement keyed to and accompanying the catalog without actually being bound into it. This method has the obvious danger of the supplement's becoming separated from the catalog proper and not being at hand when needed.

2. The use of loose-leaf catalog covers of various ring-binder or mechanical-binding styles in which individual sheets or whole sections may be inserted in case of changes. When the burden of inserting the new material falls on buyers, the system is usually less satisfactory than when salesmen are responsible for making the changes, although even salesmen have been known to grow lax in the matter.

3. The issuance of several small catalogs in place of one big catalog, especially if the line is so diversified that different groups of products are sold to separate groups of buyers. The costs of revising and reprinting individual sections is proportionately less than redoing an entire catalog and those sections which do not require changing can be kept in longer use.

4. The issuance of special catalog supplements covering all necessary changes in both products and prices which are intended to be filed with the main catalog but not to be inserted in it. The disadvantage here is that the user is required to look up an item in one or more supplements in addition to the catalog itself in order to make sure that he is getting the latest information about it.

Price lists are usually inserted loose in the catalog, and are prominently dated and numbered. The serial number of the price list (usually a letter rather than a numeral) precedes each catalog number in the price list, so that the customer when ordering automatically indicates the price list used. To avoid confusion it is customary to change the color of each new price list, and request customers to destroy the old "yellow" list which is superseded by the "blue" list enclosed with the letter. Some promotion men arrange for a pocket in the catalog, usually a slot in the back cover or one of the last pages, to hold the price list so that it will stay with the catalog. The same pocket may be used for keeping order blanks and return envelopes.

Before proceeding with the production of a catalog it is well to get the advice of a catalog specialist who has no axe to grind. You may get good advice from your engraver or your printer, but then again you might not. After all, the engraver could hardly be expected to recommend that it be produced by a process

which would deprive him of the engraving business, and a printer equipped only with flat-bed presses for relief printing would prefer to keep them busy rather than see the job go to an offset house or be produced by some other competitive process.

EVINRUDE MOTORS

HOORAY FOR SNOW!
(Skeeter owners welcome it)

We hope you'll join the fun and we're glad to send you the Skeeter literature you asked for

Evinrude's 32 page catalog features the Skeeter on the back cover and pages 30 and 31 You'll find complete specifications on page 31

Introduced last year Evinrude's Skeeter caught the imagination of Sportsmen and outdoor-loving families throughout the snow country This year, you have a choice of three Skeeter models---standard wide track and electric starting models There's also an extension kit if you want more cargo space and more flotation

We've enclosed the name of your nearest Evinrude Skeeter dealer with this letter

We don't mean to be sneaky by sending you literature on our new motors and boats It just happen that all of our products are in one catalog Of course we don't mind if you get the urge to own a new boat or motor

We're in favor of fun all year 'round

We invite you and your family to stop in at your Evinrude dealer--- and see and fun-test the Skeeter

Cordially,

EVINRUDE MOTORS

Director of Sales

R N West Jr

When an inquiry is received for a seasonal model, Evinrude sends out a complete catalog with an accompanying letter. The message stresses the model, invites attention to the entire line, and urges the prospect to visit the nearest dealer, whose name and address are enclosed—all in a cheery, informal tone.

Distributing the Catalog: A catalog is only as valuable, in the eyes of a possible buyer, as you make it. If you send it to him "cold" it is not likely he will attach much value to it. It is therefore good sales promotional practice to make the customer want the catalog before you send it to him. There are exceptions to this rule, of course. Some inexpensive catalogs, which are really not much more than illustrated price lists, can be mailed broadcast without involving much loss so far as the cost of the catalogs is concerned. But there is also the question, entirely aside from waste, of how much more business would result from the distribution of the catalog if the promotion department had "set the stage" for it.

It is not suggested that the distribution of an expensive catalog be limited only to those who ask for it. Obviously every probable buyer should have a copy, *provided he will use it.* But that is an important proviso. The best practice seems to be to depend upon publication and direct-mail advertising to get as many requests as possible for a newly issued catalog, on the theory that such names are valuable in other ways, and then after that distribution has been made to use special letters to get the catalog into the hands of important customers under the most favorable conditions.

Formulating catalog procedure, then, involves many factors of timing, press runs, length of service, costs, and pricing policy. It accounts for the trend away from regular yearly catalogs to a more flexible "as needed" schedule on the part of industrial companies which are not affected by seasonal considerations. The intervals between catalogs may be only 9 or 10 months in some periods and then 2 or 3 years in others, depending on circumstances at the time. General line mail-order companies necessarily base their operations on regular fall-and-winter and spring-and-summer catalogs, with special supplements in between; in industries where yearly models are the practice, so are yearly catalogs; retail stores and mail-order specialty houses invariably need annual Christmas and other timely catalogs for spring weddings and graduations, summer sports and vacations, fall back-to-school outfits, etc.; seasonal styles in any line of business require seasonal catalogs. But where real reasons for definitely spaced catalogs do not exist, most companies find that their catalogs produce more business in relation to their cost if they are scheduled according to specific needs rather than according to arbitrary dates.

Chapter 10

SALES PROMOTION LITERATURE

I—Planning

THE effectiveness of a sales promotional program depends upon many factors, not the least of which is the literature used to implement it. Unless it is geared into the over-all plan, and is planned to make the most of every sales opportunity it will fall short of its mark.

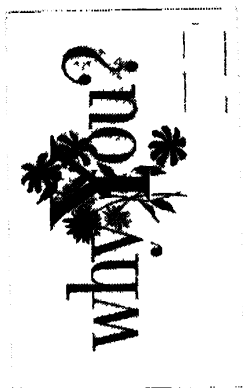
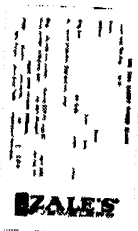
It is important, for example, to predetermine, by test or otherwise, the resistance which will be encountered. How much of an effort must be made to overcome that resistance? What are the buying habits of those who will read, and presumably be influenced by the literature? Are they of the introvert or the extrovert type? Do they open their own mail, or is it opened for them by a mail clerk? If the objective is mail sales, are the persons to whom the mailing will be slanted known to be mail-order buyers? Should the copy appeal be emotional or "reason why"? Should the piece be spectacular and colorful, or would it be best to keep it dignified and impressive? Should the job be done in a single piece, or should the task be broken down into several related pieces? Is it safe to go ahead without testing, or is there sufficient experience to produce the piece without pretesting it?

How much can you afford to spend? Will that be enough to do the job or would it be wiser to spend more? This last question is important, for, as every promotion man knows, the cost of sales literature or, for that matter any advertising, is measured by results rather than production costs. A sales promotional piece which cost 20 cents in the mail, might be much "cheaper" in the long run than a piece which cost only 10 cents, if the 20-cent piece produced twice as much business, inquiries, or whatever the objective might be.

Illustrating this point, a magazine publisher had the problem of obtaining new subscribers at a cost low enough to cover the expense of the mailing plus the cost of servicing the subscription. The usual returns on magazine promotions is 1 per cent—that is to say 1 subscription for every 100 pieces of promotion mailed. In the case of a magazine selling for $4 a year, that is just about enough to recover the cost of the mailing, leaving nothing for servicing the subscription, a matter of about $2 a year in this case. The problem was to either increase the percentage of returns, or cut the cost of the mailing, a very difficult thing to do without at the same time cutting the percentage of returns. The problem was solved by increasing the unit of sale to 15 issues for $5 and using automatically typewritten, personalized letters which cost in the mail $15 a hundred, but which produced 5 per cent sales, amounting to $25 for every $15 expended. This left $10 to apply toward the cost of servicing the subscription. An interesting point about this experiment was that it proved to be just as easy to sell a 15 months' subscription for $5, as it was a 12 months' subscription for $4, and the extra dollar helped.

KINDS OF PROMOTIONAL LITERATURE

Sales promotional literature may be represented as encompassing four different fields of business literature, any one of which accounts for a tremendous volume of printing:

1. *Direct-Mail Advertising Literature,* which is familiar to everyone as the letters, folders, post cards, booklets, broadsides, and other pieces sent through the mails to advertise all manner of products and services. Direct mail is a distinctive medium of advertising in the same sense that magazine, newspaper, business paper, radio, television, outdoor, car card, and business film are distinctive media of advertising, direct mail having the particular advantage of controllable selectivity and personal attention value.
2. *Unmailed Advertising Literature,* which consists of substantially the same types of printed pieces as direct-mail advertising but is distributed by means other than the mails. In this case the pieces may be handed out to shoppers in retail stores; inserted in packages, bundles, or statement envelopes; passed out from house to house or office to office; placed in parked automobiles; given to pedestrians on the street; or delivered personally by salesmen or messengers. Included as unmailed advertising literature are many forms of window, counter, floor, wall, and package displays.
3. *Mail-Order Literature,* which differs from direct mail in that its purpose is not simply to advertise a product or service by mail but actually to sell it by mail, without benefit of salesman or retail store. Mail-order literature ranges all the way from post cards and simple sales letter-order form combinations to the gigantic catalogs of the big mail-order houses.

Retail promotion literature must be attractive and impelling. These representative samples of mailings by Zale Jewelry Co., massive Southwest retail operation, are designed to sell by direct mail as well as to attract new customers. Many of the items offered cost well over $300.

4. *Educational and Instruction Literature,* **which is designed neither for direct advertising nor for mail-order selling yet occupies an exceedingly important place in sales promotional strategy. Sales manuals, sales training courses, instruction manuals, bulletins, and other material for the training and education of salesmen, dealers, wholesale and retail salespeople, sales correspondents, etc., are examples of this type of literature.**

Combining, coordinating, and consolidating these four fields of business literature into one over-all sales promotional operation, consequently, is one of the most responsible functions of the executive in charge of sales promotion. The scope of the job is great, greater perhaps than even most managements realize. From the standpoint of the planning, creation, and production of the huge volume of printing demanded by an all-out promotional program, more time, more money, and more manpower are required than in the preparation of all the other components of a complete advertising campaign.

The objectives usually suggest several physical forms the literature may take; the budget usually decides which form is preferable in size, quantity, manner of treatment, and frequency of use. Final decisions are made difficult not because there are so many forms from which to choose but because there is such an infinite variety of ways for handling each form. Actually, almost any piece of sales promotional literature that can be devised falls within one of these ten major classifications:

1. Post cards and self-mailers.
2. Letters and enclosures.
3. Folders and broadsides.
4. Booklets and brochures.
5. House organs and bulletins.
6. Catalogs and price lists.
7. Portfolios and presentations.
8. Samples and specialties.
9. Reprints and publicity releases.
10. Window and store displays.

In each classification, however, are limitless possibilities for original and distinctive variations, depending again on the job to be done and the appropriation available for doing it. Those are the factors which govern whether the piece shall be economical or expensive, large or small, in color or black and white, 8-page self-cover or 96-page plus cover, a thousand run on a multigraph or a million run on 2- or 5-color rotary presses.

How Pharmaceutical Advertisers Plan Their Literature: An interesting case study of the types of sales promotional litera-

Analysis of Direct-Mail Advertising Received by General Practitioners During Five 1-Year Periods

Percentage of Total

	First Year	Second Year	Third Year	Fourth Year	Fifth Year
Type of Advertiser					
Pharmaceuticals	82 3	83 2	85 0	85 9	86 5
Medical books and journal subscription solicitations	3 6	4 3	3 3	2 1	2 4
Medical equipment and instruments	2 9	1 7	1 1	2 0	1 4
Miscellaneous—including all mail of a nonmedical nature	11 2	10 8	10 6	10 0	9 7
	100 0	100 0	100 0	100 0	100 0
Type of Postage Used					
Printed permit	48 5	50 3	48 3	50 9	48 1
Postage meter	23 2	27 5	29 9	27 2	29 7
Third and fourth class	11 7	9 6	11 8	14 9	14 9
First class	4 3	3 9	2 9	3 0	2 1
Government post cards	12 3	8 7	7 1	5 3	5 2
	100 0	100 0	100 0	100 0	100 0
Corner Cards					
Usual style—name and address in upper left hand corner	62 2	64 8	68 3	70 2	73 4
Name and address on flap or reverse side	4 7	6 7	5 5	5 5	14 0
P. O box or street address used—no company indicated	3 7	5 4	4 1	4 3	3 6
No corner card or return address	29 4	23 1	22 1	20 0	9 0
	100 0	100 0	100 0	100 0	100 0
Self Mailers and Mailing Cards					
Sealed	3 6	3 0	3 3	2 9	3 2
Unsealed	8 4	7 8	5 5	7 1	7 4
Mailing cards	7 8	8 8	9 9	9 9	8 1
Government post cards	12 3	8 7	7 1	5 3	
Sample Request Cards Enclosed					
Not prepaid	0 6	2 1	2 8	2 3	3 7
Business reply cards	17 4	17 3	12 2	12 3	10 9
Samples	14 4	14 2	9 3	9 3	8 6
Leaflets (1 or more) enclosed	11 1	14 6	15 5	15 4	15 8
House magazines	5 6	6 0	6 3	7 0	7 8
Letters enclosed	24 2	26 3	26 8	22 4	20 7

ture selected by one industry for mailing to its customers and prospects is afforded by the 5-year analysis compiled by a company of medical mailing list specialists. During each of the 5 years surveyed, as shown in the accompanying chart, this company collected, classified, and tabulated all of the promotional pieces received through the mails by the typical general practitioner. For the periods ending April 30 of these 5 years the totals were:

1st year, 2,199 pieces or 42 per week
2nd year, 1,919 pieces or 37 per week
3rd year, 1,774 pieces or 34 per week
4th year, 1,826 pieces or 35 per week
5th year, 1,263 pieces or 24 per week

Since the 5-year study was made, the volume of mail to physicians has tended to increase annually, yet the significant fact remains that the percentages of the various types of material are found to have remained fairly constant, except for an increase in the mailing of samples.

The conclusions which can be drawn from the studies made in this particular field are of interest to all producers of sales-promotion literature, as indicative of both the possibilities and limitations of such literature. It should be noted, by the way, that much additional literature for physicians is not mailed but is delivered personally by detail men who call on physicians, to describe new products.

The post card and self-mailer classification, for example, represented 32.1 per cent of all mailings; samples made up another 14.4 per cent; and house magazines, 5.6 per cent. These three classifications accounted for 52.1 per cent of the total, the remaining 47.9 per cent being in letters and enclosures, folders and broadsides, booklets and brochures, catalogs (but few price lists), and reprints (but no publicity releases) which are widely used by the pharmaceutical houses in the form of papers from the medical journals. Since it is not common practice in this field to enclose letters with such publications as booklets, brochures, house organs, and catalogs, it is fairly certain that most of the 24.2 per cent of the mailings in which letters were enclosed belong in the "letters and enclosures" classification, leaflets (describing new pharmaceuticals) being by far the most popular type of enclosure. Consequently, somewhere between 20 and 30 per cent of the mailing pieces remain to be divided between the three classifications of folders and broadsides, booklets and brochures, and catalogs, with the third being the least prevalent of the three.

A New Size—100 ml.—ERYTHROCIN® Granules for Oral Suspension

erythromycin ethyl succinate,

A Logical Size For 5-Day Pediatric Therapy

PEDIATRIC DOSAGE

BODY WEIGHT	ERYTHROCIN CHEWABLE*	ERYTHROCIN GRANULES	ERYTHROCIN DROPS
Children under 10 lbs.			20 mg./lb./day in 4 divided doses
10 to 20 lbs.			½ to 1 dropper** q.i.d.
20 to 40 lbs.	½ tablet 4 to 5 times daily	½ tsp. 4 to 5 times daily	1 dropper 4 or 5 times daily
40 to 60 lbs.***	1 tablet q.i.d.	1 tsp. q.i.d.	

DOSAGE SHOULD BE INCREASED IN SEVERE INFECTIONS

HOW SUPPLIED	200 mg. chewable tablets, scored for half doses. Bottles of 50.	60 ml. & 100 ml. bottles. 200 mg. per 5 ml. tsp.	30 ml. bottles. 100 mg. per 2.5 ml. dropper

*For full therapeutic effect, Chewable tablets should not be swallowed whole.

**Dropper calibrated at 1.25 ml. (half) and 2.5 ml. (full).

***60 lbs. or more, 1 chewable or 1 tsp. 5 times daily.

An example of promotional enclosure in the ethical-pharmaceuticals field—a 3 by 5 card which can be filed for quick reference. Note that it contains information but no "touting" of the product.

The fact that so much of the mail directed to physicians takes the form of inexpensive pieces is one of the most remarkable points developed in this study. As a group, the pharmaceutical companies, which are responsible for 82.3 per cent of these mailings, are noted for the high quality of their sales promotional literature. They usually dominate the annual Direct-Mail Leaders awards of the Direct Mail Advertising Association, and frequently account for a disproportionately high percentage of awards in other contests.

They are probably the foremost examples of class advertisers among direct-mail users, one reason being that they are limited by ethical considerations in their use of newspaper and other popular forms of advertising and put most of their appropriations into direct-mail and medical journals; another reason is that the physicians who make up their particular market represent the best-educated and most affluent group of its size in the country and have the cultural and artistic interests to appreciate fine literature. It is therefore significant to other sales-promotion executives, those in mass markets as well as class markets, that in mailings to such a group the following practices prevail:

Sealed and unsealed self-mailers make up 12 per cent of the mailings; government post cards, 12.3 per cent; and mailing cards, 7.8 per cent.

Except for government post cards, only 4.3 per cent of the direct mail is first class; third and fourth class account for the other 82.4 per cent.

Letters are included in practically one-fourth of all mailings.

Samples are included in practically one-sixth of all mailings.

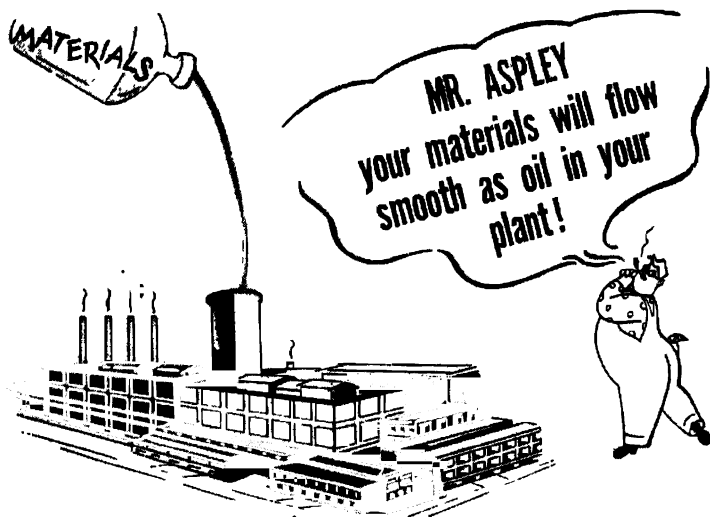
Leaflets are included as enclosures in over one-tenth of all mailings.

1. POST CARDS AND SELF-MAILERS

The simplest and most economical of all mailing forms, of course, is the government post card. It is also the quickest to get into the mails in case of a timely news message, because it doesn't require stamping, metering or printing with a postage indicia; and is the quickest to get to its destination because it travels as first class mail. It can be printed, multigraphed, mimeographed, or processed by any other method, one at a time or any number of units up to full sheets of 40.

Post cards of all varieties are ideal for brief copy of a reminder nature; for quick series of repetitive sales points; for notices, announcements, instructions, invitations, and other short messages; for teaser build-ups or even for mail-order offers of inexpensive items. They are not suitable for confidential messages; for informative data to be filed for reference; for mailings intended to create prestige; or for propositions requiring a sustained sales story or a complete selling job.

Self-mailers have most of the same advantages and disadvantages as post cards so far as subject matter is concerned, although they do provide greater space for text and illustration. Double post cards and sealed mailing cards, however, are simply small-sized self-mailers and even the more elaborate pieces of this classification are generally regarded as being in the same category and are treated accordingly by their recipients. Many self-mailers are printed on sheets as large as 17 by 22 inches, then folded to 8¼ by 11 or 5½ by 8 inches for mailing. It is important that good tough paper stock be selected to withstand rough handling in the mails and that they be substantially sealed. Frequently, bristol or cover stock is selected of such weight that one corner may be perforated for tearing out and mailing in as a reply card. Regardless of the precautions taken, though, a self-mailer seldom reaches its destination in as fresh or clean a condition as if it had been mailed in a sturdy envelope supported, if necessary, by a stiffener.

A noteworthy post-card promotion campaign was that of Capital Airlines, which obtained lists of the members of and delegates to conventions held anywhere along the routes it

Returns from mailing pieces can often be increased by personalizing the caption as was done in this Towmotor Corporation folder. Added interest was created by the use of an amber plastic "stream" flowing from the bottle to the plant chimney.

serves. Those individuals who lived in Capital territory were then sent post cards, inviting them to make the trip by Capital Airlines. Each post card was tailored pictorially to fit the convention subject. Copy was brief and illustrations as large as the post card allowed. A typical card carried a cartoon of a telephone lineman at the top of a pole with accompanying text reading: "We're merely suggesting you go to the meeting of the AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS (in display) at Pittsburgh, January 26-30, by Capital Airlines." Each individual mailing ran from 100 to 10,000, depending on the number of known delegates' names that were obtained. Costs were extremely low, but results were extremely high.

The 50 or so individual mailings in one year produced something over $150,000 in traceable one-way and round-trip reservations, and measurable returns came to over 25 percent.

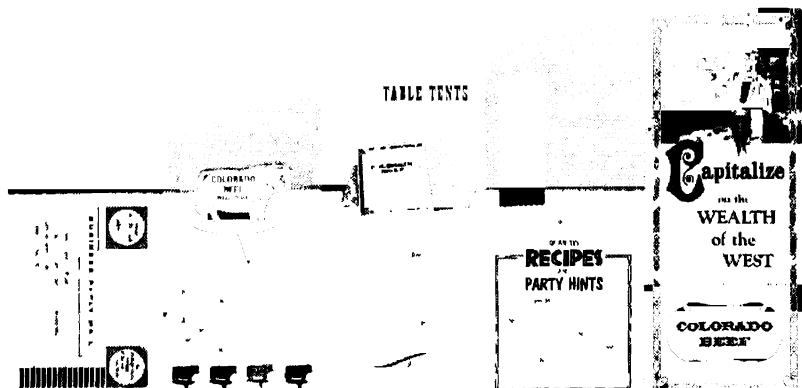
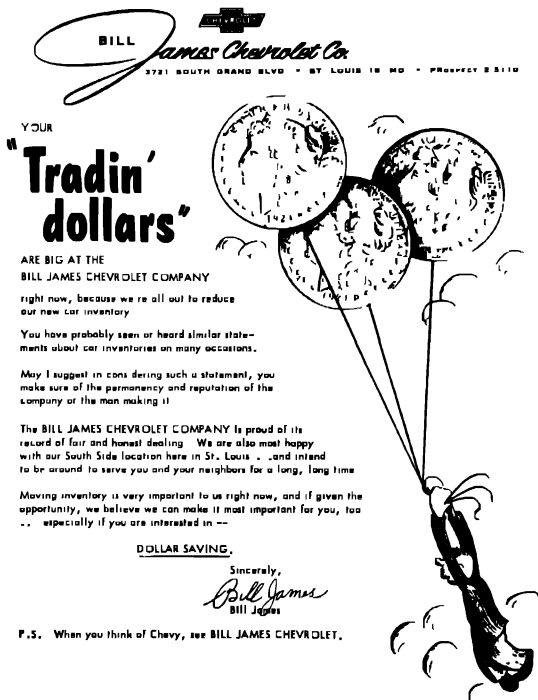
2. LETTERS AND ENCLOSURES

Of the many types and varied forms of sales promotional literature, letters, of course, are by far the most widely used. In fact, there is practically no form of mailing piece aside from a post card itself which isn't, more often than not, accompanied by a letter. Even self-mailers are frequently made up to incorporate

a letter either as the entire inside section or, in the case of the larger pieces which open out into veritable broadsides, as an integral part of the design. The familiar appearance of a standard letter form made up to resemble typewriting and reproduced on a conventional letterhead design contributes something to a mailing which nothing else can duplicate.

Since a letter may accompany any form of sales promotional literature, then, and since all these other forms thereby become enclosures, the classification of "Letters and Enclosures," may need clarifying. Here "enclosures" are distinguished from these other forms as being pieces which, because of their size or their design or their very nature, normally would not be mailed alone. Such enclosures would include blotters, index cards, business cards, coupons, tickets, order forms, reply cards and envelopes, picture cards and simulated photographs, poster stamps and stickers, single-page leaflets, and all the various printed novelties used to dramatize the so-called "gadget letters." The term refers primarily to those letter-and-enclosure combinations in which each is more or less dependent on the other for its effectiveness. It refers to the wide variety of plain and ingenious "envelope stuffers" which are enclosed with bills from public service companies and retail stores, with insurance notices and with bank statements, but which are hardly complete or impressive enough to stand on their own feet as mailing pieces. It refers to package enclosures as well as to envelope enclosures. In the aggregate, therefore, the volume of pieces designed to be used as enclosures and nothing else is tremendous, and they serve a wide number of important purposes.

The many different types of letters regularly employed in sales promotional programs and the objectives they are written to accomplish are covered elsewhere in this volume. (See also Chapter 7.) The letter is literally the foundation of direct-mail advertising and mail-order selling, and is more widely used in practically every other sales promotional function than any other piece. Many comparative tests in these fields have shown the letter to exert a more powerful influence on returns than any other element of the mailing—enclosure, envelope, reply form, color combination, form of postage, or even all of them together—with the single exception of the list. Nothing can cut returns like a poor list, and nothing can build them up like a good one.

Today, with the advent of computers and other electronic list-sorting machines, working with lightning speeds, there is little excuse for a poor or obsolete mailing list.

With the great variety and tremendous volume of folders and broadsides to compete with, this well-designed accordion-type folder claims ready attention. It was issued by the Colorado Division of Commerce to promote the serving of Colorado beef by restaurants and hotels.

3. FOLDERS AND BROADSIDES

When post cards, self-mailers, small folders, or other simple letter enclosures are no longer adequate to give proper length, proper display, or proper impressiveness to a sales promotional message, the next step is the preparation of a folder or a broadside, which is simply a large-size folder usually designed to unfold by progressively dramatic stages until the final fold releases a big smash climax or "broadside." Folders and broadsides are the standard pieces of printed advertising, and compare more closely to newspaper or magazine advertisements in style of copy and lay-out than do any other of the sales promotional forms. Since they are printed on single sheets which are folded and trimmed rather than gathered and bound, they are relatively inexpensive to produce and are highly flexible so far as size, shape, and style are concerned.

Many, probably a majority of, direct-mail campaigns are based on folders as the means of doing the specific job of illustrating and describing the product or service in detail, a job which can't be performed by a letter unless it is of the illustrated or four-page letterhead variety. Folders used to precede and follow up the more elaborate booklets, brochures, catalogs, and presentations permit the advertiser to make more frequent mailings, to deliver his sales points in more rapid succession, and to gain quicker advantage from the cumulative effect of a series or cam-

paign. Folders are the "mass" medium of sales promotion, intended to establish contact with the widest possible number of prospects by distribution through the mail, through dealers' stores, and through salesmen's calls.

Broadsides go a step further than folders in the graphic presentation of a complete story. Their use makes it possible to inject a note of extraordinary emphasis at certain stages of a campaign such as the beginning or, as an abrupt change of pace, the closing stages or the final climax. They provide a larger printing surface for bold pictorial and copy expression and give the impression of bigness when there is a psychological advantage in doing so. Successful broadsides are designed to capture interest immediately with a forceful opening, and then follow through in orderly, accelerating sequence to a rousing finish. At the same time, care must be taken to avoid confusion in following the story and to prevent difficulty in handling the piece.

BILL James Chevrolet Co.
3721 SOUTH GRAND BLVD • ST LOUIS 18 MO • PROSPECT 2 5110

YOUR "Tradin' dollars" ARE BIG AT THE BILL JAMES CHEVROLET COMPANY right now, because we're all out to reduce our new car inventory

You have probably seen or heard similar statements about car inventories on many occasions.

May I suggest in considering such a statement, you make sure of the permanency and reputation of the company or the man making it

The BILL JAMES CHEVROLET COMPANY is proud of its record of fair and honest dealing We are also most happy with our South Side location here in St. Louis . . .and intend to be around to serve you and your neighbors for a long, long time

Moving inventory is very important to us right now, and if given the opportunity, we believe we can make it most important for you, too . . . especially if you are interested in --

DOLLAR SAVING.

Sincerely,

Bill James

Bill James

P.S. When you think of Chevy, see BILL JAMES CHEVROLET.

A promotion letter combining cartoon with copy, produced by M. W. Finkenbinder, of Lisle M. Ramsey & Associates, Inc., for the Bill James Chevrolet Company of St. Louis, Missouri.

4. BOOKLETS AND BROCHURES

Sales promotional literature of this classification is selected in preference to other forms for any or all of the following reasons:

a. Because the copy—the term "copy" including illustrations, captions, headlines, tables, charts, graphs, and other display matter as well as text—is too long to fit comfortably into the limited space of a folder or broadside.

b. Because the purpose of the piece is to establish the need and create the want for the thing being promoted rather than simply to give its specifications and prices, as is done with catalogs and price lists. Where a catalog *informs* and *describes*, a booklet *instructs* and *inspires*.

c. Because no other style of piece will convey the same feeling of dignity, prestige, and intrinsic value when those qualities are important.

d. Because it is desirable to impart information in a form which can be kept for thorough reading and study and which will be filed for future reference. Booklets, like catalogs, are usually planned for permanence; while cards, enclosures, folders, and broadsides are intended to deliver a flash message and are expected to live a shorter life.

e. Because the subject matter naturally lends itself to orderly page-by-page sequence and to more or less departmental organization. Where several related subjects or products are handled in a single piece under separate chapter headings, the booklet is the piece of choice.

Brochures Merely De Luxe Booklets: A brochure, according to commonly accepted sales promotional definition, is merely a de luxe booklet, just as a broadside is a de luxe folder. The distinction between them is one of degree rather than basic function. Elaborate, oversize, or extraordinary booklets are called brochures, which gain in impressiveness through sheer richness of design, illustration, typography, paper stock, color, bindings, or other physical attributes.

When to Use and When Not to Use: The same qualities which give booklets and brochures their advantages over other kinds of literature also set their limitations. Their greater length and their added cost make it impractical to issue them as frequently as simpler, less expensive pieces, especially for mailing purposes. A series of booklet mailings is of necessity spaced more widely than, say, a series of folder mailings, and its cumulative effect is slower in developing. More time is required both to prepare and produce them, so they do not lend themselves as effectively to situations where timeliness is a factor. Also, more time is required to read and digest them, so they seldom get the same fast response as a piece which can impart its message quickly and then be either discarded or acted upon at once.

As its name signifies, "booklet" is the diminutive of "book" and follows the traditional book format more closely than it does the advertising format. Booklets and brochures point up the distinction between editorial and advertising treatment, a distinction which is developed more fully in the following section on creating sales promotional literature.

Many types of special booklets to fit many special needs are required in sales promotional programs. Among the most prevalent are the following:

Product Booklets, which may be planned either singly or as a series; which may be devoted to all the uses for each different product in the line or to the different uses for the same product among various classes of customers; which may cover any angle of invention, discovery, raw materials, research, or production of the product having sales significance. There are almost as many kinds of product booklets and brochures as there are products, and they represent probably the widest use of this classification.

Yearbooks, Annual Reports, and Anniversary Books, which are regarded as "institutional" pieces as distinguished from "product" pieces. As the concept of sales promotion has broadened to encompass public relations and even personnel relations, the importance of institutional literature has become more and more widely recognized. Company yearbooks and annual reports receive greater attention and more generous treatment than they ever did before; they go beyond bare profit-and-loss statements to interpret financial operations graphically and to cover such other phases of the business as sales and marketing, production procedures, industrial relations, expansion and development programs, products and product development, research and community support. Many old established concerns are now looking for opportunities to issue anniversary booklets or brochures where for years they studiously avoided them. In addition to conventional twenty-fifth, fiftieth, or one hundredth anniversaries of a company's founding, institutional books are prepared to commemorate such other important dates in the development of a business or of its industry as these:

The introduction of new materials or processes.

The opening of new foreign or domestic markets.

The establishment of new plants and branches.

The birthdays or anniversaries of chief executives.

The occasions of "open houses" or other events calling for "Trip Through the Plant" booklets.

Any significant "firsts" in the company's past record.

Such literature appropriately combines historic milestones with contemporary accomplishment. It supplements product booklets and other strictly sales pieces by providing a background of prestige and good will which makes selling easier over the entire line. It enhances a company's position among customers, stockholders, and employees alike.

Instruction Books. Wherever there is a need for conveying information to owners or users about how to operate a product, how to service it, or how to use it in a variety of ways, a sales promotional booklet is usually selected as the most suitable vehicle. Many splendid examples of operation booklets which keep customers sold while instructing them in the proper way to operate their purchases are supplied by the automobile manufacturers, the washing machine companies, and concerns in the office equipment field. Many industrial firms prepare excellent booklets on the servicing of their products. And the best illustrations of booklets which stimulate the wider sales of products by showing different ways of using them are the recipe books of the food companies, the drink-mixing manuals of the distillers, the travel literature of the railroads and steamship lines, and the color charts and decorating combinations of the paint companies.

In all instruction literature the chief considerations are: (1) To keep it simple, readable, and understandable by avoiding technical jargon and overdetailed explanation; (2) to illustrate as well as describe; and (3) to hold customers' friendship and loyalty in the expectation that they will keep buying over and over again. In other words, whether it deals with operating, servicing, or using the product, the booklet prepared for that purpose is treated as a sales instrument rather than simply as routine technical data.

Reference Books. Closely allied with instruction books, yet serving a broader if somewhat less utilitarian purpose, are the reference books issued by many companies to supply present and prospective customers with the sort of informative material on general subjects which they might want to keep for permanent reference. The subject matter of such booklets need not directly concern a specific product or service in the sense that instruction booklets do, but it is sufficiently related to the sponsor's interests to be appropriate and to produce sales results. Outstanding examples which have been prepared in recent years include:

The United Air Lines' elaborate booklets of "Air Maps," which are preserved and treasured by travelers because they contain excellently prepared and beautifully printed relief maps in full color of vast segments of the country. They bring

geography to life in a manner which both instructs and entertains and will remain useful for many years to come.

A monumental work by James Gray, Inc., direct-mail advertising specialists, called "Carrying the Mail: The Historic Drama of the Growth of the Postal System," which also contained much useful postal rate data and general postal information. Issued at a time of important rate changes, the book presented timely reference data, and the sections on historic steps in the development of mail service —starting with the earliest recorded methods of delivering messages, tracing the origin of postage stamps and postal delivery, and winding up with "the miracle of air mail"—were of practically timeless interest.

"A Look at Peptic Ulcer," a so-called "Trans-Vision" booklet of Wyeth Laboratories, ethical pharmaceuticals, which described this condition to doctors by means of a series of anatomical drawings printed in color gravure on sheets of acetate which built up the picture step by step in cross-sections until the full image emerged. Surveys in the medical profession have shown that as many as 75 per cent of the recipients of such reference books keep them in their permanent files.

In all these cases and, in fact, in the cases of most reference booklets which do really effective jobs for their sponsors, company and product names are greatly subordinated to the subjects presented, and the term "sponsor" is entirely accurate in this connection because worth-while reference literature actually is "sponsored" to the same degree that educational or entertainment features are sponsored on radio and television; brief mentions at the front of the book and short "commercials" at the back are usually as far as the sponsor feels he should go. Companies whose sales promotional programs have not yet taken advantage of the good-will possibilities of reference books would probably find it profitable to do so if there exist among their customers certain special applications for such specific reference data as the following:

Mathematical tables like metric and apothecaries' measures; decimal equivalents as applied to particular problems; rate, cost, and pricing figures peculiar to a business, trade, industry, or profession, etc.

Standard forms similar to the type styles and sizes, halftone and Ben Day screens, engraving and electrotyping scales, etc., of the graphic arts industries, or the grades and cuts of the packing industry.

Period styles such as exist in the furniture and home furnishings industries, or color combinations as used in these industries as well as in the clothing, paint, printing, automobile, and other industries.

Performance records comparable to the batting, fielding, and pitching averages of baseball players; team standings by years; track and field marks, etc., as they have been related to the sale of sporting goods.

Charts and graphs depicting periodic trends in markets, building, sales, production, income, expenditures, taxes, or any other data pertinent to the audience being reached.

Photographic records of persons or places of importance to individual groups, as a textbook publisher uses a portrait book of distinguished educators or a seed and nursery company uses a picture book of celebrated gardens.

Historic events and personages in any field that can be reconstructed by words or pictures and have sufficient bearing on present-day conditions to be of continuing interest.

Facsimiles of famous documents; reproductions of famous paintings, statues, and architectural studies; reprints of the outstanding literature of a business or profession—in short, appropriate printed keepsakes and souvenirs of any sort that possess qualities of permanence, usefulness, and lasting value.

Emphasis on reference literature becomes especially important when, as at the present time, competition for attention and reading time is so keen. Booklets which give the appearance of containing a substantial enough body of facts, figures, and specimens to make them seem worth keeping for future use have better than an even chance of holding their own against other matter in the daily mail; they provide salesmen and dealers with an appreciated form of literature for personal distribution; they get the biggest play at business shows and exhibitions; and they make the most productive offers for publication and radio advertising from an inquiry-getting standpoint.

Sales Manuals and Training Booklets. Corresponding to the instruction books for owners and users previously discussed, sales manuals and other forms of training booklets constitute the instruction literature for salesmen, district managers, dealers and distributors and their salesmen, sales correspondents, branch office personnel, or whatever parts of the entire distributing organization benefit from training in the more or less standardized procedures of handling their jobs. While the actual details of preparing and using sales instruction literature are covered thoroughly in another section, the funds to pay for them come out of the sales promotion budget and they must be correlated with all the other elements of the complete sales promotion program.

Whether it is prepared in the form of bound booklets or, as is more commonly the case, of loose-leaf binders, sales instruction literature nearly always follows the booklet style both in the way it is written and illustrated and in the way it is produced. And the same rules of simplicity, brevity, and graphic illustration which apply to consumer instruction books apply just as forcefully here. Even sales correspondence manuals, if they are to be of maximum effectiveness, must be easy to use and so indexed that the answers to any problems may be referred to quickly.

5. HOUSE ORGANS AND BULLETINS

An integral part of practically every sales promotional program is some sort of company periodical. Variously referred to as "house organs," "house magazines," "salesmen's, dealers', or employees' bulletins"—they all have certain definite characteristics in common:

a. They are issued at regular weekly, monthly, bimonthly, or quarterly intervals.
b. They appear in substantially the same format issue after issue, thereby building up cumulative recognition value and continuing reader interest.
c. They make use of the editorial techniques that have been developed by newspaper and magazine publishers.
d. They are literally business papers serving individual companies, comparable in purpose, preparation, and production to the general business papers serving individual industries, trades, or specialized groups.
e. They are journals of news, information, inspiration, or instruction first and advertising media second if they are fulfilling their objectives; in other words, their first responsibility is to their readers because the advertising value of a periodical is in direct proportion to its reader-interest.

External and Internal Company Periodicals: For convenience, company periodicals are customarily divided into two major groups, both of which represent sales promotional functions: *Internal house organs* circulating inside an organization to its own salesmen, its own branch, district or divisional office people, its own employees and their families, and its own stockholders; and *external house organs* circulating outside an organization to owners and users, dealers and distributors, suppliers, community leaders, libraries, schools and colleges, selected prospects, and anyone else whose good will toward the company is considered an asset.

In actual practice there is often considerable overlapping between these two major groups, as many of the best-edited house organs are of broad enough general interest to be worth distributing both internally and externally. And even house organs whose primary purpose is to reach outside audiences should be pretty freely circulated inside the organization; if it is a sales publication, for instance, certainly the entire sales force should know what is going into it; and if it is a good-will and institutional publication, all personnel—sales, office, and production alike—will benefit by reading it regularly.

Four Principal House Organ Formats: While successful house organs have been prepared in almost every conceivable size, shape, and style that can be printed or processed, the great ma-

jority in current use fall into one of four general formats, the one selected being determined by the publication's subject matter, its audience, and its budget:

1. *The Popular Magazine Format* is preferred for periodicals in which most of the editorial material is handled in feature article style. This format permits impressive typographic and illustrative display, high-quality printing, and variety and flexibility of make-up. It is especially suited for circulation among customers and prospects in class markets, although a number of excellent salesman and dealer papers are done in this style as well. The average size is 8½ by 11 inches, a few publications going as large as 9 by 12 inches, or even 11 by 14 inches, and some as small as 6 by 9 inches with the same sort of design treatment. Nearly all of them are printed in color, at least for the covers, and they range anywhere from 16 to 32 pages in thickness.

2. *The Digest Magazine Format* has grown in popularity the last few years and has definite advantages when illustrations and type display can be subordinated to straight reading matter. Since such house organs are obviously capitalizing on the prestige of *The Reader's Digest, Coronet,* and the many other magazines in the small 5½- by 7½-inch size range, it is important for them to maintain the standard digest editorial formula as well as the standard digest format. Original articles or articles selected for reprinting must be terse, condensed, and of sufficient interest to the publication's readership to stand on their own feet without benefit of illustrative material. The *Coronet* style, however, does allow more pictorial latitude than the *Reader's Digest* style, but since illustrations are regarded as such a vital part of house organ publications, those of the digest format should be confined to above-average audiences.

3. *The Daily Newspaper Format,* usually of the 5-column tabloid style of approximately 11 by 17 inches, is by far the most popular kind of house organ for dealers and distributors and their salesmen, and ranks high among the publications for company salesmen and employees. The reason for this preference, of course, is that news makes up the bulk of their editorial content, and no better medium has yet been devised for the dissemination and emphatic display of news than the newspaper. For house organ purposes, the standard 8-column newspaper page is too big for convenient handling and, besides, the tabloid format is ideally adapted to photographic lay-outs and big headlines, and those are the lifeblood of aggressive sales publications. Except in rare cases where recurrent news is the prime factor, newspapers are not as satisfactory as magazines for the good-will and institutional periodicals that go to owners, users, and general lists.

4. *The News Letter Format* is an outgrowth of the conventional 8½- by 11-inch multigraphed or mimeographed bulletins, modified by the comparatively recent popularity of the so-called "Washington letters." Originally consisting of individual sheets clipped or stapled together—a form, incidentally, which is still widely used when economy is imperative—the contemporary news letter format is a 4-page affair folded down from a 17- by 22-inch sheet. While some house organs of this style are printed with an extra color and make use of simple line drawings, cartoons, or charts and graphs, they have the same disadvantages from an illustrative standpoint as do the digest magazine styles. Because of their connotation, however, they do suggest last-minute news of a somewhat confidential nature and consequently are successfully used in both internal and external periodicals to all kinds of audiences. But in spite of the fact that it is the least expensive of all house organ formats, it is also the least widely used.

Importance of Selecting the Right Editor: It is a truism that a house organ is no better than its editor and a corollary that an editor is primarily a journalist rather than an advertising man, a salesman, a personnel man, or a sales executive—or, of course, their feminine equivalents. That doesn't mean that persons with these other qualifications can't also be capable and experienced journalists, but it does mean that if one of them is selected to edit his company's house organ, the selection must be based on his ability as an editor and not on his record in advertising, sales, or personnel work. Editing a house organ is a many-sided job consisting of either writing or selecting manuscripts of greatest interest to a particular group of readers; cutting, adding, revising, and getting them in shape for publication; obtaining the best illustrative materials to present them most interestingly; writing headlines and captions for them; and bringing out successive issues which have both variety and balance. The results of an editor's work speak for themselves and the extent of his ability is apparent in the success of his publication. A professional editor usually knows through instinct, training, and experience what his readers' interests are, but if he doesn't, he knows how to find out.

What Readers Want: Reader preferences in house organ contents naturally vary according to lines of business, types of publications, and classes of audiences, but surveys of various groups have revealed certain averages of response which are helpful in the selection of editorial material. The following subject listings for both internal and external house organs indicate the general order of preference:

I. INTERNAL HOUSE ORGANS:

a. FOR SALESMEN:

1. Experiences of Salesmen, reported by 51 per cent of total concerns.
2. Personal News Items, reported by 19 per cent.
3. Inspirational, reported by 11 per cent.
4. Salesmen's Standings, reported by 4 per cent.
5. Service, reported by 3 per cent.
6. Home Office Cooperation, reported by 2 per cent.
7. Users' Experiences, reported by 2 per cent.

b. FOR EMPLOYEES:

1. Personal News Items, reported by 38 per cent.
2. Organization News, reported by 18 per cent.
3. Human-Interest Stories, reported by 9 per cent.
4. Welfare, reported by 9 per cent.

b. For Employees (Cont.)
5. Semihumorous, reported by 8 per cent.
6. Technical Articles, reported by 8 per cent.
7. Educational, reported by 5 per cent.
8. Inspirational, reported by 5 per cent.

II. EXTERNAL HOUSE ORGANS:

a. For Owners or Users:
1. How to Use the Product, reported by 36 per cent.
2. Testimonials and Stories About Well-Known Users, reported by 31 per cent.
3. Human Interest Stories, reported by 15 per cent.
4. Market and Trade News, reported by 5 per cent.

b. For Distributors and Dealers:
1. Merchandising Plans and Methods, reported by 22 per cent.
2. Reports of Dealers' Experiences, reported by 20 per cent.
3. General News, reported by 16 per cent.
4. Technical, reported by 12 per cent.
5. Educational, reported by 9 per cent.
6. Human Interest, reported by 9 per cent.
7. Personal News Items, reported by 5 per cent.
8. Inspirational, reported by 3 per cent.
9. Service, reported by 2 per cent.
10. Humorous, reported by 2 per cent.

c. For Jobbers' and Dealers' Salesmen:
1. Sales and Merchandising Methods, reported by 41 per cent.
2. Stories of Individual Success, reported by 29 per cent.
3. Inspirational, reported by 10 per cent.
4. Testimonials from Other Salesmen, reported by 10 per cent.
5. Personal Experiences, reported by 3 per cent.
6. Sales Contests, reported by 3 per cent.
7. Service, reported by 2 per cent.

How Users Appraise House Organ Results: While there are notable exceptions, relatively few house organs make any attempt to get direct returns in the form of inquiries or orders. Any voluntary response from readers is expressed in terms of occasional "Letters to the Editor" which are welcomed more as interesting contributions for that department of the paper than as an accurate index of reader interest. Unlike other sales promotional pieces sent out in general mailings for specific order- or inquiry-getting purposes, house organ results are difficult to appraise. Consequently, readership studies have been undertaken by a number of companies and several formulas developed for determining how many readers an external house organ may have.

An unusual mail survey plan was conducted some time ago among the readers of the Socony company magazine, *The Compass.* The following letter went out from the research offices, accompanied by the two self-addressed Government post cards reproduced on page 248

ALFRED POLITZ RESEARCH, INC

400 Madison Avenue, New York 17, N Y

Dear Sir

We act as the research agent for Socony-Vacuum Oil Company, Inc. The Marine Sales Department of this company publishes a magazine entitled "The Compass" which has been coming to you or your organization with the compliments of the marketers of Gargoyle Marine Oils

"The Compass" is not intended to compete with specialized trade papers and magazines which are devoted to the marine field Its objective is to bring stories of the world's ships and the shipping industry to those whose livelihood and interests are related to the sea The Gargoyle Marine Oil marketers realized that their magazine must have definite interest, as well as informational value, if it is to accomplish its objective

Since "The Compass' is intended and distributed wholly as a courtesy and is not sold, there is no measure of the magazine's popularity or lack of popularity. Therefore, we have been asked to find out what the people who get the magazine think of it. The company feels that if they attempted to get this information themselves, the answers might be influenced by politeness In our undertaking we are in a position to assure those who give us an opinion that their names will never appear The answers will remain in our office and only a statistical report will be given to our client. Putting the facts squarely before you is, we believe, the most intelligent approach, as it will enable you to appreciate the problem.

We would like to have you give us your opinion frankly, without any reservations To avoid any undue burden on you, we are enclosing two return post cards on which there are five statements about "The Compass". You can use card A __or__ card B, depending upon whether you receive "The Compass" as an individual or for an organization. Please return only one of them. Would you kindly put an 'X' behind the statement or statements that best describes your reactions or the reactions of your organization If your time permits you to comment on the problem yourself, we will be very thankful for any additional statement you may want to make. But even if you only mark an X or X's, it will be of great help

Sincerely yours,

ALFRED POLITZ RESEARCH, INC.

Socony engaged an outside research organization to make a survey of reader interest in its house publication, The Compass.

A (For your individual opinions)

1. I don't know anything about the magazine "The Compass". ☐
2. The intention of "The Compass" may be good, but I don't read it. ☐
3. I read "The Compass" once in a while ☐
4. I read "The Compass" rather regularly ☐
5. "The Compass" is interesting enough to make me want to receive it in the future ☐
6. Your position or job _
7. Comment, if you wish

B (For opinions of your organization)

1. We don't know anything about the magazine "The Compass" ☐
2. The intention of "The Compass" may be good but no one here reads it ☐
3. To the best of your knowledge, about how many persons in your organization read "The Compass" once in a while?
4. About how many persons read "The Compass" rather regularly?
5. "The Compass" is interesting enough to make us want to receive it in the future ☐
6. Type of organization
7. Comment, if you wish

The two return cards enclosed with the Politz letter reproduced on page 247. The high return was largely because only 10 questions were asked—5 on each card Too many questionnaires misfire because they ask too many questions.

Other Readership Studies: A similar type of study done by Daniel Starch and Staff for the Shell Oil Company magazine indicated a readership of 87 per cent. Three thousand retailers, wholesalers, and manufacturers, out of a total of 17,300 on the list of the Pepperell Manufacturing Company to receive its *News Sheet*, once checked an enclosed post card and returned it in order to stay on the list. A double post card similar to that employed on behalf of Socony was used by the Squibb organization to check the readership of *Today In Pharmacy* among retail druggists, and was likewise very effective.

The B. Manischewitz Company, Cincinnati, Ohio, reported in *Advertising and Selling* that it had found the free gift offer the best and most economical way of checking readership. By offering a free gift in the pages of its house organ and enclosing a business reply card for readers to use in asking for it, the company arrived at a method of determining the percentage of names on its list that represented actual readers. "The gift has to be some object of wide appeal to your particular audience," explained Howard Manischewitz, sales promotion director, "and the reason for offering the gift must be explained—the celebration of an anniversary, expressing thanks to faithful readers, etc. Do not, however, tie in the gift with an effort to obtain information of some sort." The formula for translating the reply cards into terms of actual readers was given in the following chart:

Value of Gift	*To Determine Number of Readers*
Under .05	multiply requests by 12
.05 to .10	multiply requests by 5
.10 to .25	multiply requests by 3
.25 to .50	multiply requests by 2
.50 to $1	multiply requests by 1½

It was Mr. Manischewitz' contention that a company which offers, say, a 10-cent key chain in its house organ and receives 500 business reply cards could claim it has a total active readership of 5 times 500, or 2,500.

Tests of the Mead Corporation: During a Presidential election, the Mead Corporation arranged to insert a sample ballot in every copy of its external company magazine, *Good Impressions*, used to promote the sale of high-grade printing papers. Readers were asked to cast their ballots—and, at the same time, to answer a number of other questions aimed at learning whether the magazine was read. Something over 70 per

cent of those replying stated that they had adapted ideas, art work, editorials, and copy from *Good Impressions.* The publication is a quarterly, and 60 per cent of the replies favored having it issued 6, 12, or as many times a year "as you can keep up the present standard." Three out of four said that they specified Mead paper of the brands promoted in the house organ as a direct result.

In another Mead test of readership the company made a free offer of general interest and close application to the paper business; it offered a free tree! The offer wasn't displayed and it appeared inconspicuously on an inside page along with a business reply card, but the results were astonishing. Out of a circulation of 11,500, requests for free trees amounted to 4,017. Handling the shipments turned out to be a whole lot more than the company had bargained for, due to the limited time during the spring and fall when trees can be shipped; the necessary damp moss, moisture-proof paper, and 3-inch diameter cylinders for shipping them; and unexpected Japanese beetle regulations; but it found out about house organ readership. Commenting on the experience, Allen Converse of the Gray and Rogers Advertising Agency, editor of *Good Impressions,* interpreted the results in the light of the readership chart of the Manischewitz Company. "There is an article on how to estimate the readership of your house organ," Mr. Converse reported, "and it says, 'Offer them an article of this sort.' It has a table worked out, and for an item under 5 cents—and our tree costs 3½ cents—you multiply the returns by 12 and that gives you the readership. On that basis we have 48,000 readers for a magazine of 11,500 circulation!"

User and Consumer Magazines: Some house organs have proved so effective as a means of promoting sales that they have grown into full-scale publishing projects. It is estimated that automobile manufacturers alone, in a typical year, published nearly 20 million copies of magazines designed to increase user satisfaction with cars which they have purchased, and thus prepare the ground for users to buy the same make of car when they are ready to trade in their old one.

Some companies have their internal advertising staffs edit and publish the external magazine; others depend on advertising agencies or special publishing services. As might be expected, such publications appear and disappear, publishing policy being determined in each company by annual sales, budgets, and customer response.

The Art Directors Club of Philadelphia awarded a gold medal to this Bell Telephone Company publication, The Call The summer issue of the magazine appropriately featured a seasonal subject, perfectly planned in tone, mood, and composition to produce a warmly-human effect.

International House Organs: The effectiveness of external company magazines in helping to establish new markets overseas has been illustrated many times, notably by such concerns as Coca-Cola, United Fruit, and others doing considerable business through foreign branches or associates.

Some of these publications are published in English only, others in the language of the country to which they are sent, and still others are bilingual—English and one foreign language—or even multilingual (as English-French-Spanish).

Especially noteworthy are the foreign-language company periodicals published by some of the American petroleum-products companies operating abroad. An executive for one of these companies said recently, "Our overseas magazines have been doing an educational job for us which we could not have accomplished through any other form of sales promotion."

6. CATALOGS AND PRICE LISTS

While the catalog in most selling operations is too important to be classified as a sales promotional device, it very often is a key piece in promoting the sale of a product by mail or through salesmen. Because of its over-all importance, and the investment involved, it has been treated separately in this HANDBOOK.

7. PORTFOLIOS AND SALES PRESENTATIONS

The use of this type of sales promotional literature is limited largely to salesmen's operations. They are sometimes made a part of a promotional campaign, as in the case of portfolios for use of dealers and dealers' salesmen, but to be really effective they require a salesman.

8. SAMPLES AND SPECIALTIES

Many sales executives contend, with sound reason, that it is desirable in promoting a product or service to put something into the hands of a prospective buyer which he can see and feel. The swatches and samples sent out by mills and merchants in the textile and paper fields are but one example of the use of samples in sales promotion. There are many others. Where the product does not lend itself to sampling, specialties demonstrating what a product does are employed. Both samples and specialties are being used more and more extensively as competition becomes keener, and their use has been treated at some length in other sections of this HANDBOOK.

9. REPRINTS AND PUBLICITY RELEASES

As publicity, like public relations, becomes more and more widely recognized as a sales promotional function, the importance of correlating publicity releases and editorial and advertising reprints with the over-all sales promotional program increases proportionately. A high percentage of the literature distributed as direct mail takes the form of news stories to the editors of newspapers, magazines, farm papers, and business and professional journals; of news photos; of feature articles or material to furnish the basis for individually written feature articles; of reprints of news and feature stories that have already appeared; of material for salesmen, dealers, and distributors to furnish their local newspapers and radio stations; of reprints and preprints of advertisements and advertising campaigns, with stories about them for the publications to carry as business news if they wish to do so. Once begun, an intelligently planned publicity campaign, tied in with other sales promotional literature, keeps refueling itself. Items of real interest in the newspapers are picked up by the radio news commentators and grow into requests for follow-up stories or for magazine and business paper feature articles, which in turn provide the material for reprint mailings. At almost every stage of the sales promotional program opportunities crop up for intensifying its effectiveness with well-handled publicity.

Several precautions, however, need to be observed in planning a publicity operation:

a. As is the case with house organs and, to a certain extent, book and booklet preparation, publicity is an editorial rather than an advertising function and should be under the direction of trained newspaper reporters or magazine writers with an understanding of what the public wants and a knowledge of how to present it professionally.

b. The releases should be limited to items of real news or feature material of recognized human interest value. Enough events are actually happening in most organizations to provide timely news, and there are enough remarkable people, unusual processes, dramatic pictures, and other extraordinary side lights in a business to be uncovered by alert publicity people who are really digging for stories, so that there will be no need for resorting to trumped-up news or padded, overcolored features.

c. Too much material should not be sent to the same editors and commentators too frequently. Even if it is all good, there is a limit to the amount of space or time that can be devoted to one company, and a sound publicity program is organized to cultivate different fields at different periods. No company can afford to acquire a reputation as an inveterate publicity seeker.

d. All material submitted for publication should be prepared according to the accepted editorial technique of the publication to which it is submitted. In the case of news stories, opinions, interpretations, and editorializing are avoided; sources of information are cited; copy conforms to standard news style; photographs are glossy prints with complete captions attached.

BUSINESS NEWS RELEASE

from THE DARTNELL CORPORATION, Business Research Publishers

4660 Ravenswood Ave
Chicago, Illinois 60640
Phone 561-4000
(Area Code 312)

FOR IMMEDIATE RELEASE   Contact: Edward L. Throm
Marilyn French

FORMER SECRETARY NOW COMPANY PR DIRECTOR

Marilyn French, 7247 North Osceola Avenue, Chicago, has been named director of public relations for The Dartnell Corporation, business research publishers, 4660 North Ravenswood Avenue, a firm for which she began work as a secretary-typist.

William Harrison Fetridge, Dartnell's president, said the appointment was another step in the company's program of expanding its services to the business community. Miss French will publicize new Dartnell activities which include a full-fledged list of trade books for business men, subscription management services, news letters from specific business and professional areas, a series of seminars on current business problems, an encyclopedia of business terms and techniques, training films, and other projects on the planning board.

Miss French will continue to edit, in addition to her new duties, the semi-monthly bulletin for office women entitled, "From Nine to Five," and "Customer Contacts," another bulletin for the guidance of retail clerks and other public-contact employees.

When Miss French began her career with Dartnell in 1944 as a secretary to a staff editor, she had little idea of the honors (and hard work) which lay ahead. Subsequently she became secretary to a former company president, then a desk editor for the magazine, American Business, and later an editor

(more)

Dartnell used this human interest story as the platform for emphasizing an expansion program for its various publications and business services. If the commercial side of a news story is not overdone, editors will have little objection to discreet plugging of company or products so long as it develops naturally.

Most published magazine and business paper articles and many newspaper stories about a company deserve reprinting and distributing at least among its own employees and salesmen, and probably among its dealers and customers. Most people are human enough to take what a company says about itself with a grain of salt but to accept without reservation what an outside agency says about it, especially if that agency has prestige.

10. WINDOW AND STORE DISPLAYS

Companies manufacturing products which are sold through most of the retail outlets in their fields—drug, grocery, hardware, and electrical stores; barber and beauty shops; garages and service stations—handle their display campaigns on as large a scale as their outdoor advertising, car card, or even publication or radio advertising campaigns. However, the efficient operation of window and store display programs is so closely connected with the merchandising activities of salesmen, and is so dependent on their support for its success, that it becomes an important responsibility of the sales promotion department.

As pieces of sales promotional literature, displays involve the same problems of planning, creation, production, distribution, and use that are common to all the other classifications covered. They usually come out of the same sales promotional budget, and are correlated with all the other ramifications of the program, their particular niche being, of course, the establishment of point-of-sale contacts which frequently is the final factor in completing the sale begun by some other activity. There are so many varieties of window, counter, floor, and wall displays, with such variations in cost, materials, and methods of construction that they cannot be as conveniently classified as other types of literature, but they are an indispensable part of the sales promotional picture in most dealer campaigns.

Another practical reason for having the sales promotion department responsible for window and store displays is that modern marketing campaigns make much use of identifying themes, slogans, symbols, cartoon characters, logotypes, etc. It is often important, also, that color schemes be the same in all aspects of a sales promotion effort. The sales promotion department, therefore, should have the decision-making authority over all window and in-store displays in order that the desired consistency of approach can be maintained.

I. Literature for Holding Present Customers

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To acquaint customers with the services behind the product		X		X	X					
To maintain customers' interest in the product after the purchase		X		X	X				X	
To increase consumption or use of the product	X	X	X	X	X	X		X	X	X
To suggest new uses	X	X		X	X		X	X	X	X
To inform customers where stocks and services are available	X	X	X							X
To instruct customers in the proper use of the product		X	X	X	X					
To offer suggestions on servicing of the product		X		X						
To revive inactive accounts	X	X	X		X	X		X		X
To step up the size of customers' orders	X	X	X	X		X				X
To step up the frequency of customers' orders	X	X	X		X	X		X		X
To sell the full line, or other items in the line	X	X	X	X	X	X		X		X
To introduce new products or new policies		X	X	X	X		X		X	X
To acknowledge orders and payments	X	X								
To collect accounts		X								
To maintain contact between salesmen's calls	X	X	X	X	X	X		X	X	
To announce new addresses or telephone numbers	X	X	X							
To give customers news of special occasions or coming events	X	X	X		X				X	X
To notify customers of imminent price changes and new styles or models	X	X	X		X					
To welcome new customers		X	X							

II. Literature for Winning New Customers

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To reach prospects whom salesmen have been unable to see	X	X	X	X	X	X		X	X	X
To offer charge accounts or other credit accommodations		X	X							
To get merchandise into the hands of prospects								X		
To bring buyers to the plant or showroom	X	X	X							X
To time sales messages to reach prospects at definite buying periods	X	X	X	X	X	X		X		X
To break down sales resistance through repetition of important points	X	X	X	X	X		X		X	X
To re-emphasize and summarize the sales arguments presented by salesmen		X	X	X						
To provide information which prospects file for permanent reference value		X	X	X	X	X		X	X	
To remind prospects of a steady source of supply	X	X	X		X	X				X
To overcome objections before they are raised		X	X	X	X		X	X		
To associate the name of the company with the leaders in its field									X	
To get the jump on competition	X	X	X							
To enable prospects to study claims without influence by salesmen or competitors		X	X	X		X		X		
To gain recognition for leadership and superiority		X	X	X	X	X	X	X	X	
To establish identity of products		X	X	X	X	X	X	X	X	X
To create confidence in minds of prospects		X	X	X	X	X	X	X	X	

III. Literature for Supporting Salesmen

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To pave the way for salesmen's calls with material that educates the prospect in advance		X	X	X	X	X		X		
To obtain direct inquiries for salesmen to follow up	X	X	X							
To confirm salesmen's verbal statements with printed statements from the company		X	X	X			X		X	
To thank customers and prospects for courtesies extended salesmen	X	X								
To multiply a salesman's contacts	X	X	X	X		X	X			
To introduce and "build up" the salesman in advance of his calls	X	X								
To train salesmen in the most effective selling procedures		X	X	X	X		X		X	
To stimulate extra effort through special drives and contests		X	X	X	X					
To establish a reputation that makes it easier for salesmen to get interviews		X	X	X	X	X		X	X	X
To supply salesmen with a steady source of selling helps to make their interviews more productive		X	X	X	X		X	X		
To encourage the exchange of sales experiences among salesmen		X			X					
To provide media of inspiration and instruction		X			X					
To support salesmen with literature for them to leave with customers and prospects			X	X	X	X	X	X	X	X
To promote sales meetings and conventions		X	X		X					
To keep salesmen's prospect lists up to date	X	X								
To attract the highest type of salesman		X		X	X		X			
To enable salesmen to concentrate on their best prospects and territories				X	X	X	X			X

IV. Literature for Strengthening Dealer Relations

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To obtain new dealers		X	X	X			X			
To acquaint dealers with the selling points of the product	X	X	X	X	X	X	X	X	X	
To provide dealers with merchandising plans and ideas		X	X	X	X		X			X
To enlist dealer support of the advertising program	X	X	X	X	X		X			X
To educate retail clerks in better selling methods		X	X	X	X		X			
To refer inquiries from national advertising to local dealers	X	X								
To explain house policies which safeguard dealers' interests		X		X	X		X		X	
To sell the dealers to their communities	X	X	X	X	X				X	X
To give distributors' salesmen helpful facts and suggestions which they can pass along to dealers		X			X		X			
To furnish ideas and materials for window and store displays		X	X	X	X		X	X	X	X
To offer dealers advisory assistance in matters of advertising, collection, financing, etc		X		X	X					
To direct customers to dealers' stores	X	X	X					X	X	X
To supply dealers with literature for store and mail distribution		X	X	X		X		X	X	X
To promote contests among dealers and clerks		X	X	X	X		X			
To identify dealers with the product	X	X	X	X					X	X
To stage local exhibits, merchandise shows, and other affairs in dealers' communities	X	X	X					X	X	X

V. Literature for Intensifying the Advertising

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To distribute copies of newspaper, magazine, and business paper advertising to salesmen and the trade		X	X	X	X		X		X	
To tie up local advertising with national advertising	X	X	X	X					X	X
To give radio and television advertising visual printed support		X	X	X	X			X	X	X
To convert advertising inquiries into sales	X	X	X	X		X		X		
To teach salesmen and distributors how to merchandise the advertising to dealers		X	X	X	X		X			
To teach dealers how to capitalize on the advertising through local direct-mail campaigns	X	X	X	X	X					
To stimulate inquiries by offering informative booklets, folders, and premiums	X	X	X	X	X	X		X		
To engage the merchandising cooperation of newspapers, magazines, radio stations, poster plants, etc.	X	X	X						X	
To reproduce advertisements and posters for point-of-purchase display purposes			X				X			X
To follow up dealers about inquiries	X	X								
To gather facts, testimonials, etc., to use in advertising	X	X	X							
To supply mats, proofs, copy, electrotypes, etc., for dealers' tie-up advertising		X	X	X	X		X	X		

VI. Literature for Broadening the Market

OBJECTIVES	1 Post Cards and Self-Mailers	2 Letters and Enclosures	3 Folders and Broadsides	4 Booklets and Brochures	5 House Organs and Bulletins	6 Catalogs and Price Lists	7 Portfolios and Presentations	8 Samples and Specialties	9 Reprints, Publicity Releases	10 Window and Store Displays
To obtain direct orders from territories not covered by salesmen	X	X	X	X		X		X		
To make possible the intensive cultivation of weak territories	X	X	X	X		X		X	X	X
To develop new types of buyers		X	X	X	X			X		
To reach new buyers and executives in the organizations of present customers and prospects	X	X	X	X	X	X				
To reach various members of buying committees who control purchases	X	X	X	X	X	X	X	X		
To go over the heads of buyers and reach "the man higher up"		X	X	X	X	X		X		
To develop a steady source of names from salesmen, dealers, etc., to be added to the permanent mailing lists	X	X	X		X					
To keep lists constantly up to date	X	X	X							
To provide for the efficient distribution of catalogs and other mailing pieces	X	X	X				X			
To make market surveys to determine the course of future sales and advertising expansion	X	X	X	X						
To facilitate the conducting of test campaigns on an inexpensive scale	X	X	X	X		X		X		X
To get the product specified or recommended as "standard"		X	X	X		X	X	X		

Typical Time Table						
Mailing Date	First 100 Names	Second 100 Names	Third 100 Names	Fourth 100 Names	Fifth 100 Names	Sixth 100 Names
March 7	Mail Piece No 1					
March 21	Mail Piece No 2					
April 4	Mail Piece No 3	Mail Piece No 1				
April 18	Mail Piece No 4	Mail Piece No 2				
May 2	Mail Piece No 5	Mail Piece No 3	Mail Piece No 1			
May 16	Mail Piece No 6	Mail Piece No 4	Mail Piece No 2			
May 31	Mail Piece No 5	Mail Piece No 3	Mail Piece No 1			
June 13		Mail Piece No 6	Mail Piece No 4	Mail Piece No 2		
June 27			Mail Piece No 5	Mail Piece No 3	Mail Piece No 1	
July 11			Mail Piece No 6	Mail Piece No 4	Mail Piece No 2	
July 25				Mail Piece No 5	Mail Piece No 3	Mail Piece No 1
August 8				Mail Piece No 6	Mail Piece No 4	Mail Piece No 2
August 22					Mail Piece No 5	Mail Piece No 3
September 5					Mail Piece No 6	Mail Piece No 4
September 19						Mail Piece No 5
October 3						Mail Piece No 6

Salesmen call on first 100 names May and June
second 100 names June and July
third 100 names July and August
fourth 100 names August and September
fifth 100 names September and October
sixth 100 names October and November

This page from a Culligan dealer instruction book on direct mail gets right down to cases by giving dealers a practical mailing schedule to follow.

WHO PLANS THE LITERATURE?

The 10 major classifications of sales promotional literature just discussed constitute the tools of the job. How to use them most constructively, what part each one is to play, where they fit together to form a complete program—those are decisions to be

worked out by the person or persons responsible for producing sales promotional results. This responsibility may be centered in any one of the following groups or may be shared by them all:

1. The sales department.
2. The sales promotional department.
3. The advertising department.
4. The advertising agency.
5. The service printer.
6. The sales promotion or direct-mail consultant.

The Advertising Agency Viewpoint: Many general agencies subscribe to the opinion that their facilities are keyed to the mass media like newspapers, magazines, radio, television, and so on, and that the planning and preparation of sales promotional literature is better handled by the client, either through its own organization or in cooperation with other outside agencies specializing in that specific activity. There are several reasons for this attitude on the part of advertising agencies, one of which was cited before a national convention of the Direct Mail Advertising Association by W. S. McLain of Fuller & Smith & Ross, Inc. Speaking primarily of the direct-mail aspects of sales promotional literature Mr. McLain said:

To me, direct mail's first original weakness is the fact that it is usually eliminated from the annual budget of a manufacturing or business concern. I don't know why this is true. I sometimes think that we in the general agency business don't do as much selling on direct mail as we should. Our own particular organization, I believe, has done a very effective job in direct mail. We started out primarily as an industrial advertising agency, and developed into quite an extensive consumer goods advertising business. Even we don't take adequate advantage of direct mail, particularly at the point where the budget is being made up.

Why Some Agencies Concentrate on Sales Promotion: Among advertising agencies which have been active in the direct-mail and other sales promotional problems of their clients' businesses, the fact that this specialization has enabled them to integrate all the different media to their own and their clients' advantage seems to be the point of greatest importance. Julian P. Brodie of the New York agency of Green-Brodie has stated:

Almost every advertiser uses printed promotion to advantage. It seems to us that no conscientious advertising agency can or does evade its responsibility to serve clients in this field simply because the field is more challenging and hence treacherous. We have found the rewards commensurate with the risks. By taking the trouble to study the medium and explore its many opportunities, we find we can produce certain results that are otherwise unattainable. Most of all, perhaps, we have thereby been enabled to offer clients a well-rounded program to integrate the direct advertising with the other phases of the client's campaigning and not

set him adrift to fumble and experiment on his own. We think it is a more complicated medium than any other. But that's all the more reason for thinking that it *is* part of the agency's job!

Cases of agency participation in sales promotional campaigns which produced outstanding results for clients were reported by the president of the advertising agency. In 8 years the Woman's Institute of Scranton, Pennsylvania, as an illustration, sold $12 million worth of home study courses to develop it into the largest women's education institute in the world. Another campaign helped Harry and David of Bear Creek, Oregon, build the first business of selling fruit by mail, thus pioneering an idea which has since become a national industry. "Through direct mail and coupon advertising," the agency head told a conference, "we helped Richard Hudnut make the DuBarry Success Course the most popular of all methods for personal improvement. In 8 years, 10 per cent of all the women in the United States between the ages of 15 and 60 had requested information on this course. By direct mail exclusively, more than 10 per cent of those inquiring had been sold. That means that, at one time, 1 per cent of all the women in the United States had taken or were taking the DuBarry Success Course and each was sold by direct mail. That proves its power."

Why Many Companies Prepare Their Own Literature: While these and a number of other advertising agencies are both willing and able to shoulder many of the sales promotional responsibilities of clients, and while there are a few creative printers and qualified sales promotion consultants who do a good job of handling parts of campaigns, most companies depend on their own resources for nearly all the planning and a large share of the creation of their sales promotion. Where the volume of work is not great enough to require the services of a sales promotional staff, members of the advertising or sales departments who possess the necessary sales promotional talents are delegated to handle it. The ideal arrangement is the maintenance of a separate sales promotion department, whose duties are clearly differentiated from those of the sales department on one hand and the advertising department on the other. In many cases, even though the advertising department works with a capable and experienced agency, the sales promotion department draws on other sources when in need of outside assistance. Whether his organization is large or small, one individual should assume the

responsibilities of "sales promotion manager," if not the title.

The objectives of all three departments—sales, sales promotion, and advertising—are the same, but they are arrived at in different ways. The abilities required to plan and produce a general advertising campaign are not the same as are required to plan and produce sales promotional literature or to operate a sales force. Each department is allotted its share of the total appropriation set aside for business development, but must work out its own solutions to the best methods of spending it, keeping in mind the best interests of the other departments and working in close cooperation with them.

PLANNING PROCEDURES

When it comes to the question of determining specifically which pieces of literature to schedule for a sales promotion program, the answer depends on the program's basic objectives. Each individual piece of literature is planned to accomplish some one of the following six objectives; each sales promotional program is planned to accomplish any or all of them. The six objectives for which sales promotional literature is used are:

1. For supporting the salesmen.
2. For strengthening dealer relations.
3. For intensifying the advertising.
4. For holding old customers.
5. For winning new customers.
6. For broadening the market.

The selection of literature for any of these six objectives is further affected by such additional considerations as whether it is promoting the company itself or the company's products or services; whether it is promoting one product or a line of products; whether the price is high or low; whether purchases are regular or spasmodic, frequent or infrequent; whether the product is a necessity, a luxury, or a convenience; whether it is used by many people or by a few. These and related factors help narrow down the choice of pieces by dictating how many and what kind will be required to do the whole job, how often they will need to be issued, how much copy and illustration will need to be provided for, what quantities will be involved, how much cost the budget will stand.

As has been noted, each of the 10 major classifications of sales promotional literature previously described possesses certain

definite advantages and limitations which govern its suitability under these different conditions. Based on their comparative qualifications for performing certain kinds of jobs, charts have been prepared to show which literature classifications have been found effective in all the different functions making up each of the six basic sales promotional objectives listed.

LITERATURE THAT SUPPORTS THE SALESMEN

Companies operating their own sales forces use promotional literature to support their salesmen in several different ways. Some of it is directed to the salesmen themselves as a means of training them, giving them information about their products and the best ways of selling them, and inspiring them to put forth their best efforts; sales manuals, sales training course booklets, contest materials, house organs, and bulletins are examples.

Another kind is the literature that is furnished for them to use as selling aids in their everyday work; it consists of printed evidence for showing to buyers, visual sales presentations and portfolios, handout pieces for them to leave with prospects, and various forms of sample literature and specialties to create good will among all the people on whom they call.

Still another class of literature is that mailed out by the home office to make the salesman's work of selling easier; pieces that pave the way for his calls, that keep buyers reminded of him between calls, and that follow up the calls he has already made can be of tremendous help in getting interviews.

All these uses of sales promotional literature in supporting the sales force are covered more thoroughly in an accompanying chart. Together they represent one of the most powerful uses for printed pieces in the whole promotional program.

Promotion Material That Opens Doors for Equitable Life Agents: Consistently an award winner for its sales promotion material, the Equitable Life Assurance Society of the United States uses a variety of tested promotion ideas and methods to help its agents make sales.

The Equitable agent's enthusiasm for the sales aids in his kit is kept up by the periodic receipt of new sales pieces for all of his markets.

Equitable promotion ranges all the way from premium stuffers sent to policyholders, and direct mail cards and letters for new prospects, through to complete proposals; and from simple

"package" presentations to elaborate kits containing many pieces for a particular market or unique policy.

Among the many such promotions used, two of the most effective were a complete sales kit service and the "package" presentations of specific policies.

Sales kits directed at many markets are used by new and experienced agents alike, but by their very nature are an ideal sales training medium. The makeup of a kit includes instruction sheets, prospecting and selling hints, preapproach material, visual sales presentations, a suggested sales talk, and materials to be used in closing the sale. New kits are prepared every year.

The "package" presentations are a series of booklets showing cost projections at various ages for the most popular policies. With the booklet, an agent is able to present his entire sales story by referring to a single page.

Backing the agent's individual sales efforts is a national advertising program concentrated in the big-circulation magazines. To obtain maximum results from the advertising, a comprehensive merchandising campaign is conducted. Agents receive reprints of ads for distribution to prospects; sales aids are tied in with the ad schedule; and devices such as posters and displays reproducing the current ads are widely used.

Interest in the advertising program is further developed and maintained by frequent reminders in Equitable's field magazine and by mailing direct to the agent media promotion pieces.

Essential to the success of the Equitable's sales promotion and advertising program are continuing market research and field testing of sales aids, as well as a close tie-in of promotion efforts with other agent activities, such as training and campaigns.

Experience of Reliance Life and Lumbermens Mutual: Like Equitable Life, most insurance companies have found sales promotional literature a very effective means of getting leads for salesmen, of following them up, and of making interviews more productive. According to the director of sales training of one of the major life insurance companies, even the largest insurance companies, which use newspaper, magazine, and radio advertising for prestige and institutional purposes, devote at least 25 per cent of their budgets to supporting literature. In the average company the appropriation for literature goes as high as 50 to 90 per cent, he states, and in his own company it is 30 per cent, which is spent largely as a preapproach to a salesman's

call; it helps to sell the interviewer rather than to sell the insurance itself.

One interesting plan, used by Reliance Life, totaled more than a million individual mailings for salesmen within 4 years after its introduction. It operated in this way: The salesman made up a list of from 25 to 100 prospect names and addresses from city directories, club directories, telephone books, new home owners, and other sources, and sent it in to the home office. The company then sent a multigraphed letter by first-class mail to those names and enclosed a booklet describing the seven basic needs for life insurance. With the booklet went a reply card listing the seven basic needs and asking the prospect to check the one he was most interested in and also to give his exact date of birth and his occupation. A business reply envelope was enclosed for him to use in mailing the card.

To stimulate replies the letter offered the inducement of a genuine leather memorandum book with the prospect's name imprinted in gold. If he sent in the card, the company made up the memorandum book and sent it, with the reply card, to the salesman who submitted his name. The salesman then delivered the books as the opening wedge for his interview.

How successfully the plan operated is shown in a comparison of the results between newspaper advertising and literature mailings. One year the company conducted a newspaper campaign which included coupons for getting inquiries and, at a cost of $60,000, produced 10,500 inquiries from prospects who bought $1½ million of life insurance. One year's operation of the prospecting plan, on the other hand, cost only $30,000 but produced 16,700 inquiries—6,200 more inquiries at half the cost. From the 16,700 inquiries, sales of life insurance reached between $12 million and $13 million, which the company attributed entirely to the mailings.

The greatly increased ratio of sales to inquiries from the literature mailings is accounted for by the much higher quality of leads. "We have found from experience that if we get over 10 per cent returns, we are getting quantity and not quality leads," an officer explained. "The returns we get run about 5 to 6 per cent. If we get over 10 per cent we begin to worry, but if we get less than 4 per cent we begin to worry too. As long as returns stay between 4 and 10 per cent we think that everything is all right."

The Reliance Life program was also unusual in that the salesmen not only instigated the mailings but also paid for them. The

company charged each salesman $5 for each 150 letter-booklet-and-reply-form mailings sent out to his prospect lists, including the postage. There was also a bonus arrangement in effect whereby the man who sold a certain amount of insurance from his 150 letters was given free another 150 as his bonus.

The Lumbermens Mutual Casualty Company is another of the many insurance companies which has found literature to be the backbone of a successful agent's sales promotional program. The company makes available to all agents information on how to set up a promotional program and supplies them with the brochures, folders, broadsides, mailing cards, and visual selling presentations to use in their own campaigns. It advocates that they make a practice of using an enclosure with every piece of mail they send out for any purpose.

Why Salesmen Need to Select Their Own Names: One of the important reasons the promotional literature of insurance companies produces such high returns is that the names of prospects are selected by the salesmen. Some of the dangers of supplying salesmen with names of prospects obtained from less selective general mailings or from newspaper and magazine advertisements were cited in a talk by J. S. McCullough, sales promotion and advertising manager of The Yale & Towne Manufacturing Company, at a Direct Mail Advertising Association convention. Mr. McCullough made the point that literature mailings which produce inquiry cards to the tune of 20, 10, or even 5 per cent may look exceedingly good, from a results standpoint, to the inside promotional staff who prepared and mailed them, but exceedingly bad to the outside salesman who receives those cards and is expected to follow them up. Relating the case of the salesman who put in a long-distance call to ask the home office what to do about a big pile of inquiry cards that just landed on his desk and would take 2 solid months to follow up, Mr. McCullough asked his audience: "Do you know what results you should expect? What is your sales or results potential? What is your sales quota in a specific market or territory? What percentage of the actual business does your product enjoy in a specific market? If you get a sizable inquiry return, is your sales coverage sufficient to cash in properly on your inquiry return or is your campaign geared to follow up inquiries by mail until a proper sales call can be made?"

A salesman who travels long distances to follow up inquiries only to find that the inquirers could never buy the product or

even influence its purchase soon loses interest in salesmen's support literature. A few calls on referred prospects who couldn't possibly use his product because of the nature of their businesses will sour a salesman on the whole campaign.

Referring primarily to the industrial field Mr. McCullough concluded, "Probably the best method of selection is to make the local representative responsible for his own list. The local man knows more about his own territory, its potential market, the types of business in it, the application of his product and the big purchasing factors in most plants. He must be given every possible assistance in keeping in action on his lists, because that is where a terrific loss occurs."

How United States Steel Gets Salesmen's Cooperation: Another industrial concern which is especially careful to avoid referring unlikely inquiries to salesmen is the United States Steel Corporation. Its well-integrated plan for maintaining contact with thousands of prospects by mail is designed to accomplish three things: (1) Provide thorough market coverage of individuals who influence sales; (2) conserve sales representatives' time for actual selling; and (3) reinforce the advertising and other promotional efforts in specific channels as need arises.

While all promotional mailings go out from the home office, the letters which are to accompany them are localized to the extent of being signed by the appropriate district sales manager. Prospects receiving them, therefore, see that they come from their own or nearby cities rather than from far-away Pittsburgh and from men whom they probably know either personally or by reputation. It isn't practical to go further and sign individual salesmen's names to the letters, but the company sees to it that copies of all mailing pieces go to the individual salesman, with a red imprint giving the date of the mailing and the list to which it was sent, and that the salesman receives his copy before the mailing reaches his customers and prospects. Realizing that salesmen find nothing more annoying than to have customers refer to something from the home office about which they know nothing, United States Steel bends every effort toward having its salesmen pull for, rather than against, its literature-mailing program.

Film Salesmen Save Time Through Using Literature: One of the most consistent users of sales promotional literature in the motion-picture industry has devised many unique pieces to assist its salesmen in presenting new movies to exhibitors. One

of them was a big broadside used both for mailing and for salesmen's distribution which was so constructed that, in addition to selling the picture to exhibitors, it could be retained to provide part of their lobby displays. It could be converted into a poster, a set of photographs, a die-cut hanger or a streamer. With variations, this same idea was kept in use a long time after it was first proposed by an Ohio theater manager in a display idea contest which drew over a thousand entries.

The sales promotion manager of this company believes that unusual literature like this paves the way for fieldmen and delivers the kind of sales talk to local exhibitors that only a top-notch salesman could approach. The salesmen support the promotion program solidly because they say it eliminates cold calls and lessens their work by cutting down the time they spend with each exhibitor, enabling them to cover their lists faster and increasing the number of exhibitors they can see.

Literature Makes Calls for Johnson's Wax When Salesmen Can't: Since 1886 S. C. Johnson & Son, Inc., has manufactured a long line of industrial waxes, many of which are applied in such thin coatings that the firms using them buy too little to justify the expense of salesmen's calls. Those accounts which the salesmen in the territory can't afford to call on because of the small size of the orders are reached through a combination of sales promotional literature, business paper advertising, and radio and television features.

The literature itself is extremely simple, usually employing some special "gadget letter" device as a means of getting attention. In order to identify these comparatively unknown industrial waxes with the widely known Johnson's Wax which is advertised to the general public, the standard company letterhead is used to convey the mailings. The promotional theme is the increased sales appeal of an industrial product with a wax finish. For that reason each piece goes to the sales manager of a firm as well as to those directly responsible for purchasing; in fact, mailings usually reach at least four individuals in a firm at regular intervals—and still amount to only a fraction of what it would cost the salesman to make a single call.

Literature That Substitutes for Samples: Like so many other manufacturers of equipment that is far too big and bulky for salesmen to show as samples, the R. K. LeBlond Machine Tool Company solved the problem of introducing its Regal metal working lathe by means of printed literature instead. The litera-

ture also was required to take the place of floor models for distributors, who couldn't carry complete lines because of the capital tied up on low turnover items.

Since the Regal is a lathe specifically adapted to finishing the rubber rolls used in the printing trades by printers, paper mills, printing press manufacturers, and the manufacturers of the rubber rolls themselves, a series of three mailing pieces was prepared to reach the 5,000 likeliest prospects in those fields. The first two pieces, which took the form of simple self-mail folders with one fold comprising a reply card, went to the entire list; the third mailing went to only a hand-picked thousand names from the original list.

Actual inquiries from the three mailings amounted to less than 10 per cent, but the ratio of sales to production costs of approximately 100 to 1 was considered so successful that the company formulated a continuous promotional campaign consisting of additional literature, a small amount of business paper advertising, and publicity on other machines in its line. It also revamped and revitalized its monthly news letter called *Sales News* which goes to its domestic and international distributor organizations as well as the industrial bulletins which are mailed out periodically to prospect and customer lists. The LeBlond company's experience provides a typical example of the way initial promotional ventures, conceived on a small scale as the solution to a particular sales problem, sometimes lead to the formulation of diversified campaigns requiring a variety of literature pieces.

STRENGTHENING DEALER RELATIONS

Products sold through dealers and distributors are promoted by special kinds of literature which supply merchandising assistance both by giving these retail and wholesale outlets helpful ideas and suggestions on successful selling methods and by furnishing the selling materials for them, in turn, to mail out to their own customers and prospects, or to use in their stores and showrooms. Producing literature for dealers' use is only half the promotional program; the other half is showing them how to use it properly and get maximum results from it. Putting these two halves together forms the basis for most dealer campaigns.

Direct-Mail Instruction for Culligan Dealers: An unusually complete and informative dealer instruction book was prepared by Culligan, Inc., to tell the whole story of "Direct Mail: Your

Direct Route to Prospects for Culligan Service." It was an 8½- by 11-inch booklet of 24 pages and cover, and its thoroughness was indicated by its chapter headings and subheadings:

PART 1—The role that direct mail plays in your promotion program:
- Direct mail offers you 6 important advantages.
- Direct mail as the primary medium. (4 uses.)
- Direct mail as a basic medium. (5 uses.)
- Direct mail as an occasional medium. (4 uses.)

PART 2—How to develop productive direct-mail lists:
- General lists.
- Selected lists.
- Using the lists.
- Checking your lists.

PART 3—Selecting the proper material for your mailings:
- Local identification sticker and/or imprinting.
- Rate card.
- Postage-paid reply card.
- Service folder or farm booklet.
- Reprints and/or letter.
- Selection and classification of material:
  - Your own literature.
  - Testimonial type literature.

PART 4—Helpful hints for handling direct mail:
- First class vs. third class.
- Third class mail requirements.
- Third class rates and regulations.
- How to get a permit.
- Postal rates effective January 1.
- Mechanical equipment can help you handle your Culligan program. (With pictures, descriptions, and prices of Master Addresser, Class 700 Addressograph, Multipost Stamp Affixer, Elliott Addresserette, Weber Addressing Machine, and Pitney-Bowes Postage Metering Machine.)

PART 5—How to make a direct-mail program fit your particular needs:
- Have a planned program.
- Make many repeated mailings.
- Timing your mailings.
- Your choice of material.
- Costs of the program.
- Typical timetable.

PART 6—Direct mail gets results—the case history of a Culligan dealer:
- Sixty-six new customers for Carl Leonard.
- The cost: $4.84 per customer.

Each subject is handled clearly, simply, and as briefly as completeness will permit, and a full understanding of the contents enables any dealer to operate every phase of a professional direct-mail campaign. Several features are especially noteworthy because they illustrate novel ways of handling problems which are common to all dealer instructions on direct-mail procedure. One is the listing of 16 separate reprints of magazine articles under the "Testimonial Type Literature" section and the recommendation that dealers use them to supplement their own and the company's literature; another is the mailing timetable; still another is the manner of presenting the sources of lists.

Mailing List Information for Sylvania Dealers: "A direct-mail campaign with a carefully accumulated list of television owners in their territory is the best answer to the TV serviceman's problem of keeping in contact with the people in his trading area," stated *The Sylvania News,* house organ for its dealers, in an article on the importance of keeping mailing lists in first-class condition. Here again the suggestions for compiling and maintaining lists are of such wide general application that they deserve the careful study of all sales promotion people who handle dealer literature. The sources of lists recommended to Sylvania dealers were as follows:

Customer Lists: Satisfied customers are chief assets and should be included often. They can also give the names of other interested parties.

Directories: Both city and telephone directories are address-indexed. City directories are usually available in libraries and some drug stores. Telephone directories can be rented from the company for a small fee.

Public Records: Official, hence usually very accurate. Access to most costs nothing. They include: Voter's registrations, city tax lists, license and permit records, county clerk's records, county tax lists, and income tax lists.

Local Postmaster: Can yield names for mailing list and many sound suggestions for correct mailing procedures, as well as the service of checking your list for the charge of 1 cent per name.

Membership Lists: Local churches, clubs, lodges, and other social groups.

Purchased Lists: In addition to the regular sources lists can sometimes be rented from noncompeting retailers.

Other Tradespeople: Mailmen, milkmen, and newspaper carriers are usually the first to know when families move in or out. Their friendship can be very helpful.

Personal Contact: Telephone solicitation and house-to-house canvassing can be done by high-school students at the rate of so much per name.

Advertising: The offer of catalogs, premiums, etc., on the return of a coupon through other mediums will add names to the list.

Clippings: Clipping bureaus can supply news of moves, marriages, or deaths in your market area. Personal reading can supply much of this information also.

List Maintenance: Most of the preceding methods will keep a list accurate, but direct mail can be automatically self-correcting. Using Form 3547 on every third-class mailing will secure the new addresses of those who have moved at the rate of 3 cents per name received. When names are recorded incorrectly, misspelled, bear wrong initials or wrong titles your mailing to that group does more harm than good. If the list is incomplete, skipping several residents on each sheet, good prospects, and subsequent sales are missed.

What Is Wrong with Dealer Literature? Vitally important as good mailing lists are in determining the success or failure of dealer mail campaigns, equally important is the literature manufacturers furnish for those campaigns. The retailer's side of the story as presented by Miss Nan Findlow, advertising manager of the L. Bamberger & Co. department store in Newark, New Jersey, is that much of the promotional material sent to retail stores by manufacturers is so unsuited for the job, so elaborate without cause, or so poor in quality that it winds up in the paper baler without being read or used by the retailer.

As Bamberger's is a large store which not only prepares a great deal of literature of its own but receives an even greater volume from manufacturers, Miss Findlow's conclusions are based on observations of dealer literature from all angles. Pointing out that the present trend of manufacturers is to make promotion kits as large, expensive, and bulky as possible, she advises them to pay less attention to the kits and more to the caliber of the promotional material they contain. She believes that mailing pieces for retailers should be divided into two groups—large and small outlets—because the larger stores with their own art, copy, and production facilities for preparing literature cannot or will not use the mats, imprinted pieces, and other ready-made promotions that are sent to the smaller stores without those facilities. Another fault of manufacturers in sending out their promotional kits, especially to department stores, is that they frequently are not addressed to the right people. Miss Findlow contends lists should be corrected to contain the full name and title of all the key people concerned with promotion in each retail outlet, including the general merchandise manager, divisional merchandise managers, advertising managers, copywriter, and fashion coordinator. Dealer literature can be promoted by mail to large as well as small stores, but it must be done in a different way.

Other Evidences of Waste by Dealers: That much direct advertising material provided by manufacturers as dealer aids

shows a very poor batting average was the opinion expressed by Edwin F. Thayer, former publisher of the advertising journal, *Tide*, in commenting on the evidence produced in that magazine's "Continuing Report on Direct-Mail."

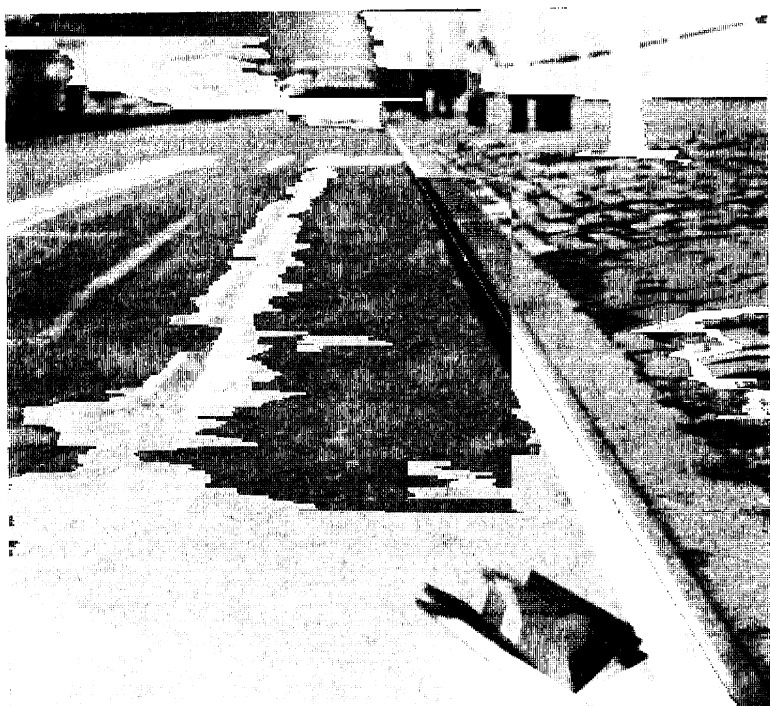
"This is not necessarily a reflection of the quality of the material produced," he stated. "Rather it indicates that smaller retailers in particular do not take advantage of the promotional material at their disposal, either through ignorance, lack of interest or the sheer pressures of running a small business. Many of these so-called dealer helps are not used or, even worse, are misused.

"In a recent study among hardware dealers, for example, it was found that the vast bulk of promotional literature supplied to them merely gets stacked on the counters. The reason for this, apparently, is that it would cost money to do it any other way. When the dealers were asked, 'Which method of distribution of literature do you favor?' virtually all selected the least expensive one, which explains why most of their promotional effort is aimed at the present customers while not much effort is being made to find and interest new customers.

"Thus, unwillingness to invest money in advertising, or just not knowing how to use a manufacturer's promotional aids, has lost for these retailers a large share of the potential value of the material. It would indicate that money spent for the education of dealers on how to use these aids to real advantage would be money well spent, even if it had to come out of the product promotion budget."

A Successful Use of Manufacturer's Literature: Really aggressive retail merchandisers, on the other hand, have built up successful businesses through the use of the dealer literature furnished by manufacturers. An outstanding example is the store of Garver Brothers, which sold over $1 million worth of goods a year in the small town of Strasburg, Ohio, which had a population of only 1,305. Beginning years ago with the aid of handbills to build up mailing lists for the farm areas in a radius of 15 to 25 miles, Garver Brothers attracted shoppers from cities like Canton, 18 miles away, with a much larger population and several big department stores of its own. The store had no art department and used no agency. It got whatever art work it needed from advertising services and its mats and literature from manufacturers. Its lists were all gathered from school district correspondents hired to send in data on newcomers to each district, names of persons who did not trade at Garver's,

names of those planning to build new homes, etc. Letters were sent to people about to be married, to parents of newborn babies, and to everyone who was known to have experienced an important event. The effects of this form of mail promotion are apparent in the results.

An interesting and intriguing headline is used in this four-page folder produced by American Can Company to promote the use of Pull-Tape coffee cans.

The most expensive mailing you can make...

... is the one that ends up in the gutter. So when you have something to say, something to sell, be sure you select the paper that commands respect. An OXFORD PAPER. Why take a chance with anything less than the best? LASTING IMPRESSIONS BEGIN WITH OXFORD PAPERS

This picture appeared in space and direct mail ads for the Oxford Paper Company. The Direct Advertisers Association awarded it first prize for the most spectacular direct mail campaign.

Indicating how the selection of specific pieces for a dealer promotional campaign requires constant study, continuing experimentation, and occasional change, Servel tentatively added a pocket-size magazine, *The Homemaker's Digest,* to its already established program of standard envelope stuffers, line folders, and broadsides. It was made available to sales outlets for mailing to customers and prospects and, as a starter, 100,000 copies were ordered. Published quarterly, the magazine contained articles

digested from leading women's magazines and original articles on gas service and gas appliances presented in a colorful modern format. Dealers immediately found the magazine the answer to their needs. At the time of the *Digest's* introduction there were serious gas shortages in various parts of the country and the magazine gave dealers something to send out during a period when out-and-out product promotion might not have been welcomed. According to Mr. Hewson, it won them good will and friendship, and helped to establish and hold consumers' preference for Servel refrigerators and other gas appliances until the time when they, the dealers, could actively promote them. Orders for the magazine started coming in at such a rate that the company had to double and redouble its paper and printing orders. Within a year dealers were using 1,500,000 copies. The new piece supplemented other promotional literature.

How Promotional Costs Are Shared with Dealers: Every program involving dealers' use of literature prepared and furnished by manufacturers gives rise to the problem of how the costs shall be apportioned between them. While there are some cases in which the manufacturer assumes the whole burden, and others in which the dealer pays practically the entire freight, the usual present-day practice is for them to work out some equitable basis of sharing the costs.

In considering this subject, the *how* is less difficult to describe than the *when*. A manufacturer may find that his dealers will gladly cooperate in some types of promotions and not in others; the market—or general economic conditions—change, and they do a complete flipflop. Now they will accept a cost-sharing plan for what they rejected before, and reject what they previously accepted.

Such fluctuations in willingness to accept a share of promotional costs are as impossible to prognosticate as the general economy is; more than one company has gained acceptance of a promotion-cost-sharing plan, only to find that a swing in the local or national economy has frustrated the plans completely.

Nevertheless, there is some profit in studying what other companies have done—provided the reader will remember that the when is as important as the how in getting dealer cost-sharing promotions under way.

A Plan Used by an Oil Chain: One of the major oil companies, knowing that there is less waste of promotional literature when

each piece costs the dealer a little something than when it is all provided by the company, has experimented with various plans for securing dealer-cost-sharing cooperation.

After considerable experimentation, it was found that the best results were obtained, under normal economic conditions, when the oil company carried 50 per cent of the cost and the dealer the other half. Under this plan, the company would secure the dealer's agreement to the promotion before work was started on it. Unless a sufficient number of dealers to make the promotion worth while were signed up, promotion was not produced.

Promotion plans were presented to the dealers, by the company's representatives, in rough-draft form, and low-pressure selling was used to gain dealer acceptance and participation. If the dealer didn't come along enthusiastically, the company representative gave him an easy out, and moved on to the next man. In this way, what promotions were produced were promoted by the dealer with greater willingness and confidence than if he felt he had been pressured into agreeing to the plan. Each company salesman was given careful instructions prior to his call on the dealers with his promotion kit.

Iron Fireman's "Credit Balance" Plan: A plan which was used successfully by the Iron Fireman Manufacturing Company was based on unit sales. Dale Wylie, Iron Fireman director of advertising and sales promotion, described the plan as follows:

"Every time the company forwards to a dealer a unit of domestic equipment like a home stoker, gas or oil burner, coal furnace, etc., it adds at the bottom of the invoice the net sum of $1.25 which is marked direct-mail charge; if it is a commercial or industrial unit, the charge is $2.50. This direct-mail charge gives the dealer a credit balance entitling him to five complete three-piece direct-mail campaigns which will be mailed to any five prospects whose names and addresses he supplies. From there on the company handles all the details of the mailings and, as long as the dealer keeps on sending in his lists according to the number of units he sells, his campaign continues and increases automatically, the company is compensated in part for the preparation and distribution of the pieces, and the special direct-mail account set up for each dealer at the factory makes possible a broad and continuous sales promotional program.

"This service for dealers is an outgrowth of the procedure begun by the Iron Fireman company as far back as 1930. At that time it was supplying dealers with a wide assortment of sales

literature, catalogs and folders, together with a series of sales letters signed by the dealer to accompany them in the mails. The various campaigns were collated in the home office, enclosed in stamped envelopes, and sent to the dealers for them to address and put in the mails. The only fault with the plan was that, as field men called on the dealers, they noticed that a large part of the campaign materials was under the dealers' counters gathering dust or that the envelopes had been opened and the literature used for purposes other than mailing according to schedule. Consequently, the company adopted its present policy of having the dealers write the names on prospect mailing list blanks and send them in, and then of doing the rest itself.

"In the case of a new dealer, there is, of course, no credit balance for mailings and he usually pays for the first mailings at the same rate of $1.25 for each five domestic names and $2.50 for each five industrial or commercial names. In other words, if he wants to start out with a list of, say, 100 names of each classification, he would pay $25.00 for one classification and $50.00 for the other. After he begins selling and as his sales build up, his promotional allowances accumulate and the volume of his mailings increases. The program is operated a little like an American plan hotel. We make no credit for 'meals missed.' The money is collected, and if the dealer doesn't use it, he loses the benefit of it. Many dealers have unused name balances that we work with them to put to use. Since the plan was put into operation, more than a million individual campaigns have been mailed out for dealers, which is considered remarkably high in such a specialized field."

Other Types of "Dealer" Promotion Plans: As noted above, dealer promotions are subject to enthusiastic acceptance, vehement disapproval, or reactions somewhere between these extremes to an extent which varies with changing conditions. However, consideration of a few additional plans may reveal adaptable elements.

While it often is not possible to determine definitely what such promotion plans produce in comparison with others, it has generally been observed that the dealers who are the largest users of the campaigns also sell the greatest volume—which may, of course, be due to the fact that such dealers are more aggressive merchants in the first place.

As a further example, the sales promotion department of a national radio network helps its "dealers" (the local independent

radio stations, in promoting network programs at the local level by posters, mats, and other literature of uniform high quality; and of producing direct-mail promotional pieces to sell advertising time for stations owned by the network and, to a lesser degree, for independent station affiliates.

The reasons for this policy, according to the sales promotion manager, are: "Since a large part of our audience is made up of advertising men, we must plan our promotion to be as different from the average run of advertising as is possible. We find that direct mail offers the following advantages in achieving this end: (1) Complete flexibility as to size and shape; (2) control over printing processes, paper stocks, and colors; and (3) choice of the time of impression."

Likewise, one of the major airlines keeps travel agents all over the country and in many foreign countries well supplied with descriptive literature and factual information about places of interest. The sales promotion manager has enumerated the special kinds of literature useful for this purpose:

"New timetables are distributed each month to keep our 'dealers,' the travel agents, posted on current flight schedules; descriptive folders to point up the attractions of various interesting places and to show how easy and convenient it is to get there by our lines; brochures to tell of the advantages of various services to speed delivery, reduce inventory stock, widen market area for perishable products. Travel agents are very important to us, and we treat them as any manufacturer would treat his dealers."

LITERATURE TO ACCENT THE ADVERTISING

At almost every stage in the operation of an advertising campaign results can be strengthened by the proper application of sales promotional literature. Advertisers who use newspapers, magazines, radio, TV, or outdoor advertising to reach consumers, and business papers to reach the trade, supplement them with printed pieces to increase the effectiveness of both. Sales promotion is the force that brings buyer and seller together. A few of the types of pieces regularly used to tie in with the following advertising media are:

Magazine Advertising: Reprints of advertisements for store display; merchandising portfolios for salesmen; local direct-mail tie-ups for dealers; booklets for answering inquiries; letters to jobbers and chain stores.

Newspaper Advertising: Localized direct-mail campaigns for simultaneous mailing; blow-ups of advertisements; books of newspaper cuts and mats for dealer use; letters to retail outlets preceding appearance of advertisements.

Radio and TV Advertising: Post card campaigns to reach dealers on program dates; printed photographs and other paper premiums for inquirers; folders for salesmen and jobbers showing station coverage; display tie-ups with programs.

Outdoor Advertising: Envelope stuffers and miniature reproductions of posters on blotters and poster stamps; letters soliciting merchandising cooperation of local poster plants; "road maps" spotting poster showings in different localities.

Car Card Advertising: Special letterheads and printed specialties featuring car card designs; miniature blotter car cards; combination broadsides-and-posters for store display; four-page letters with cards reproduced on inside spreads.

Display Advertising: Package enclosures with merchandising tie-up; letter campaigns enlisting the support of jobbers' salesmen; broadsides promoting display contests; instruction literature on setting up store and window displays.

Business Paper Advertising: Reprints of advertisements for follow-up mailings; product and departmental letterheads for answering inquiries; booklets to be offered in advertisements; special packages for sampling; inserts for salesmen's portfolios.

How Western Electric Has Merchandised Buyer Advertising: One of the many national advertising campaigns of Western Electric affords an enlightening example of the sort of merchandising program that produces the fullest measure of sales results from inquiries that are developed.

In this campaign, for a hearing aid, advertisements appeared in a long list of general magazines including *Life, Saturday Evening Post, This Week, Better Homes & Gardens,* and many others. They were inserted in general magazines—although only 10 per cent of the population is hard of hearing and only 5 per cent actually needs hearing aids—because friends and the members of the families of hard-of-hearing persons are anxious to help them. Almost as many inquiries develop from helpful friends and relatives as from the patients themselves.

The program was described by a Western Electric promotion executive as follows:

"As soon as an inquiry from a magazine advertisement is received, a booklet and letter are sent out from Western Electric's head office in New York. The name of the inquirer is next forwarded to the local dealer who makes a personal call and then is placed on the dealer list for follow-up by mail. For this purpose the company furnishes its dealers a series of three folders and an 8-page booklet with accompanying letter. These pieces cost the dealer $1.50 per thousand, with reply cards and envelopes

being furnished free. The printed pieces are imprinted with the dealer's name and address but the letters must be processed by the local dealer on his own letterhead.

"Related steps in the tie-up campaign are: (1) Two suggested letters to local otologists and other physicians to tie up with regular advertising schedules in the general and specialists' medical journals; (2) free series of blotters and reply cards to be used both in these professional mailings and to consumers; (3) three suggested speeches for dealers to make at civic and social meetings; (4) displays for store counters and windows, ranging in cost from colorful plastic stands at $6 each to paper decalcomanias at three for 25 cents; (5) a newspaper mat service for local newspaper advertising, the dealer receiving actual mats and ad proofs in a portfolio so that all he needs to do is contract for the space."

With variations according to kind of product, its cost, the number of dealers, the extent of the advertising campaign, and other factors, this is a program for intensifying the effect of consumer advertising that is followed by most successful advertisers. They leave no stones unturned in their efforts to get full value from their appropriations.

How SKF Industries Merchandised Trade Advertising: In launching a new industrial advertising campaign in a group of 62 trade publications serving a score of different fields, SKF Industries, Philadelphia manufacturer of ball bearings, simultaneously launched a new merchandising campaign to back up the advertising among its salesmen, distributors, and distributors' salesmen. Because the copy in the new advertisements not only provided information for purchasing engineers but also utilized diagrams, drawings, photographs, and the names of manufacturers who are SKF customers, the series formed the basis for excellent sales presentations as well as excellent advertising copy.

Accordingly, provisions were made for getting the new material to the sales organization as quickly as possible in the form of more than 100 sixty-page portfolios and 3,000 blow-ups of the advertisements. The jumbo reprints were mailed to the homes of company salesmen and distributors' salesmen, and were also posted on the bulletin boards of SKF factory buildings for employee information. The portfolios stressed the company slogan, "Engineered by SKF," which appeared on all literature, and the advertisement reprints themselves were enclosed in acetate envelopes for greater impressiveness and greater usefulness for

salesmen. Since each advertisement includes photographs of customers' equipment, with copy giving a case history of the equipment and the part SKF ball bearings play in it, the series actually constitutes an emphatic body of evidence and testimony which salesmen find of value above and beyond its tie-up with the trade paper advertising.

LITERATURE THAT HOLDS OLD CUSTOMERS

The pieces of sales promotional literature which do not have the holding of old customers as one of their objectives, subordinated though it may be, are few indeed. Some serve this purpose directly, as with the uses for the various classifications of promotional pieces charted on page 256. Others serve it indirectly, but it is difficult to conceive of a well-planned vehicle of sales promotion which would have the opposite effect. It will be noted that the classifications almost universally acceptable in sales promotional problems having to do with customer relations are the post card, the letter and enclosure mailing, the catalog or price list, and the house organ or bulletin. These constitute the great bulk of mail-order pieces, and it is the good will and continued patronage of old customers that is more indispensable in mail-order merchandising than in almost any other promotional activity. Customer lists are invariably many times more productive than prospect lists obtained from any other source, and one of the secrets of mail-order success is to keep working customer lists with new product offerings, or with the same offerings of products which are purchased frequently.

A Customer List That Grew Into a Mail-Order Business: Typical of the start of many successful mail-order businesses is the experience of Webb Young, Trader, which became a mail-order house when its founder sent out a small catalog to the out-of-town customers who had visited his Curio Shop in Santa Fe, New Mexico, and left their names in the guest book. These people had originally bought Indian silver; pottery; blankets; and native-woven, mountain-made neckties, if they bought anything at all; some of them had browsed around only as shoppers. Nevertheless, when Webb Young sent out his first mailing to this list it pulled surprisingly well—or at least the necktie line did—to an extent, in fact, that paid for the entire cost of the catalog. Thereafter the success of the venture was assured even though the other lines were soon dropped and it concentrated on

the sale of neckties. Mailings are made regularly in March, April, September, and October, centering around special illustrated letters of both timely and topical interest and an October "Round-Up" catalog. In a little more than 10 years the volume grew from 5,000 neckties to over 200,000. Samples of materials are enclosed and the copy stresses their richness of pattern and color.

The same promotional techniques that have proved so successful in this and countless other mail-order businesses are equally effective in the customer relations programs of retail stores and, at the consumer level, of manufacturers of many different kinds of products. In addition, they are useful in reviving inactive accounts by determining the cause of the inactivity, reclassifying those accounts into prospect groups, and instituting special campaigns for restoring them to active status.

LITERATURE FOR WINNING NEW CUSTOMERS

As in the case of literature for holding old customers, most literature is also designed with the objective in mind of winning new customers either directly or indirectly, for after all the only ways of increasing business are to make more sales to present customers on the one hand, or to enlarge the number of customers on the other. Sales promotional measures which exert pressure through salesmen, through retailers, or through merchandise advertising still operate in one of these two directions. Certain types of literature, however, are better adapted than others to the task of selling direct or influencing sales to new customers.

Literature Helps Sell Even Aircraft: The part played by sales promotion literature in the sales of such equipment as Boeing's million-dollar Stratocruisers and other similar equipment emphasizes the point that even the most expensive products are helped by such literature. Illustrated brochures carrying black-and-white and full-color photographs are prepared for the information of both operating and purchasing aviation personnel. The preparation of the pieces on the Stratoliner began while the plane was still on the drafting board and continued even after the sale had been completed. Publications which convey working information to the operating and maintenance men who actually use the planes were as impressively presented as the strictly selling literature, and they covered every phase of flying and servicing them, to assure the recipient that the Stratocruiser met the qualifications demanded of his particular department.

Service guides were published monthly by the Service Department of the Engineering Division for some 4,000 civilian and military agencies in the aviation field, such as the air line companies, top officials of the Civil Aeronautics Administration, the Air Force and Navy, and prospective individual and industrial purchasers both in this country and abroad. While Boeing does some general advertising, its list of actual prospective purchasers is so selective that promotional literature proves the ideal medium for reaching them.

How "Stop-It" Literature Got Fast Action: In introducing a new type of deodorant, the manufacturer of Stop-It revealed a remarkable example of the flexibility of printed promotion for capitalizing quickly on a merchandising opportunity. The revolutionary feature of Stop-It was a new squeezable thermoplastic bottle with built-in atomizer. It was first offered with a sale of 1,200 bottles at a Chicago department store which announced it inconspicuously in its regular newspaper space. When the 1,200 bottles were sold in 3 days, its manufacturers realized that they had a winner on their hands. What they did, consequently, was to prepare a broadside entitled, "Here's how Chicago department stores and newspapers launched a new and revolutionary atomizer," and send it out while the news was still hot with a personalized letter and a sample to every department store buyer and merchandise manager in the country. Summer mailings were then sent to the women's page editors of every daily newspaper, and to consumer and business magazines of every type which might conceivably be interested in the news. Next there were mailings to all drug store buying headquarters, to 20,000 independent drug stores, to men's stores, and beauty shop supply departments. Within a few weeks, through the medium of fast-action promotional pieces, word of Stop-It had penetrated the country's merchandising outlets to such an extent that more than 1 million bottles were sold the first year.

Selling Custom-Built Parts Without Benefit of Salesmen: The custom-fabrication of machine parts by a concern which makes nothing except on special order and obtains all its business by bidding on jobs would seem to make salesmen indispensable. Yet the firm of Kramer and Kramer in Los Angeles locates all its new business as a result of promotional mailings and handles all details by subsequent correspondence.

"What Can We Make for You?" is the standard heading on all the mailing pieces, and with spot drawings and short copy they

proceed to give a complete picture of the company's ability to produce whatever new parts its prospects require. The literature goes to a list compiled from classified telephone directories, manufacturers' directories, chamber of commerce membership rosters, and lists of previous customers. It is addressed to design engineers, or to the men technically concerned with the purchase of machine parts who may be looking for bids on new parts, who may have new products in the planning stage, or may not be sure that a certain part can be machined to their own particular needs or specifications.

Following the success of the first experimental west coast mailing, national mailing pieces were prepared to show the range of parts made by Kramer and Kramer for different classifications of customers. As a result of the program, the plant has been kept operating at capacity in spite of the fact that no two jobs are ever exactly alike and seldom are even similar. Reply cards are frequently received over a period of many months after the mailings go out, indicating that many prospective customers keep the firm's literature on file until they have a production problem to solve.

Envelope Practices of Representative Businesses

Per Cent of Totals

BUSINESS CLASSIFICATION	Size			Number of Colors		Area Imprinted			Special Features		
	No 6¾	No 10	Other	One	Two	Front	Back	Both	Win-dow	Re-turn	Copy Besides Address
Totals	14	80	6	84	16	89	3	8	29	18	25
Advertising Agencies	13	80	7	83	17	88	10	2	11	2	25
Airplanes and Accessories		96	4	79	21	100			37	1	20
Art and Photographic Supplies	25	67	8	100		84	8	8	41	8	25
Automobiles and Trucks	7	93		92	8	90		10	7	5	23
Automotive Accessories	16	80	4	88	12	88		12	36	8	4
Banks and Investments	13	87		100		100			6	20	6
Beer Ale, Soft Drinks	23	77		85	15	91		9	6	15	23
Building Construction and Materials	7	93		86	14	79		21	23	9	24
Chemicals and Synthetics	11	86	3	83	17	68	2	10	13	3	27
Cleansers	18	82		91	9	100			36	18	27
Clothing	32	68		92	8	76	8	16	26	24	24
Coffee and Tea	17	75	6	75	25	76	8	16	25	16	25
Communications	34	52	14	92	8	76	8	14	39	21	43
Drugs and Proprietary Medicines	9	81	10	91	9	73	9	18	40	9	34
Engineering	15	85		94	6	100			21	15	31
Farm Equipment	8	76	16	58	42	66	8	26	16	8	41
Flour and Cereals	10	90		60	40	70		30	10	20	20
Food and Dairy Products	20	77	3	81	19	78	2	20	20	16	32
Furniture and Rugs	18	78	4	92	8	92		8	42	32	28
Games Toys Music	12	88		100		100			44	22	22
Gasoline and Lubricants	9	82	9	87	13	94		6	31	34	22
Glass.	17	83		100		92		8	33	16	25
Hardware	24	66	10	82	18	83	3	14	35	24	54
Heating Fuel	8	88	4	86	12	88	6	6	23	15	23
Hotels Real Estate	44	56		77	23	87		13	11	11	44
Household Appliances	6	88	6	76	24	92	4	4	36	6	10
Insurance Brokers, Accountants Lawyers	30	64	6	96	4	88	10	2	1	16	22
Jewelry, Silverware, Optical Goods	7	86	7	100		100			46	7	14
Lighting Utilities	13	75	12	88	12	81	2	17	30	22	23
Machinery Manufacturing	10	89	1	86	14	95	1	4	32	20	19
Miscellaneous	15	78	7	86	14	90	9	1	28	20	13
National Associations	4	94	2	65	35	98	2		2	11	19
Office Equipment	16	78	6	94	6	96		4	37	12	25
Paints	12	84	4	84	16	92		8	24	32	36
Printing and Paper	2	92	6	76	24	90	3	7	27	7	33
Publishers	33	60	7	82	18	90	6	4	17	15	26
Research Associations	6	94		87	13	89	4	7	6	6	20
Retailers	37	48	15	93	7	94	2	4	37	13	18
Schools	21	73	6	100		100			25	12	10
Seeds and Plants	17	83		100		84		16	16	33	16
Shoes	20	80		100		100			20		50
Smoking Requisites	14	86		85	14	100			28	28	40
Stationery	10	90		90	10	100			60	10	85
Sweets		100		60	40	80		20	20	30	50
Textiles Leather	21	73	6	87	13	83		17	13	37	27
Tires, Rubber	24	72	4	96	4	96		4	48	40	12
Travel and Transportation	6	88	6	80	20	97		3	25	22	12
Wines and Liquors		90	10	82	18	82		18	36	9	27
Warehouses		100		100		67		33		66	50

Chapter 11

SALES PROMOTION LITERATURE

II—Creation

THE creative stage in a sales promotional program starts where the planning stage leaves off, and covers all the intermediate operations between planning the individual pieces according to their objectives, schedules, costs, final production.

Planning is an executive function and many individuals in a company enter into its final outcome, including probably the president, and certainly the vice president responsible for sales, the sales manager, the advertising manager and, where the budget is concerned, the comptroller or treasurer. While the sales promotion manager is an active participant in the planning councils, sometimes even to the point of laying out the entire program and submitting it for consideration and approval, his is not the deciding voice.

Creation, on the other hand, is a specialized function requiring specialized talent, training, and experience; and in this field best results are obtained if responsibility is delegated to one individual and he is given a fairly free hand in preparing the literature outlined and authorized by what might be called the planning board. In general, creative ability is individualistic rather than a group enterprise.

The Two Primary Creative Functions: How far a sales promotion department can go toward a division of labor within its creative staff depends, of course, on the size of the company, the status of the department, and the volume of sales promotional literature it is responsible for preparing. Some departments consist of a single person, with or without a secretary or an assistant, who performs the duties of sales promotion manager

in his organization even though that may not be his title and he may be doubling in brass as sales manager, advertising manager, or something else. Other departments contain as many as 40 or 50 people and compare in size and specialized personnel with a medium-sized advertising agency; they are self-contained units maintaining a full staff of writers, editors, librarians, artists, photographers, production people, operators of office printing and addressing equipment, mailing room workers, etc., under the direction of a fully qualified sales promotion manager.

Regardless of the number of people in the department or the titles they may hold, however, there are two functions of creative sales promotional work which require the professional attention of talented experts. One is the function of originating the material that goes into a piece of literature; the other is the function of presenting that material in graphic form. The former generally comes under the direction of a copy chief; the latter under the direction of an art director. Sometimes one or the other of these two offices is assumed by the sales promotion manager himself; sometimes both of them are centered in the same individual, but even a one-man sales promotion department must possess both the ability to originate and the talent to present it if it is to operate as a creative entity.

What Sales Promotional Copy Includes: The old conception of "copy" as being limited strictly to the text of a piece is now replaced by a broader interpretation which considers as copy all the other ingredients of the piece from the original idea to the subjects for illustrations and, in fact, the complete organization of materials. Copy chiefs and copywriters, consequently, may more properly be defined as idea-and-copy men and women because their contributions toward the finished piece go much further than simply setting down the words; they originate the basic ideas and carry them all the way through to the point where they are ready for the art director to take over. Even when the idea is suggested to a copywriter by the sales promotion manager or copy chief, it is his responsibility to elaborate on it in pictures and captions, headings and subheadings, charts, graphs, tables, summaries, and other devices, as well as in text. It is only when handed a lay-out complete with idea, headline, illustrations, and supporting elements and instructed to fill in the space indicated for copy that he remains simply a copywriter.

Distinction Between Advertising and Editorial Copy: Of the 10 principal classifications of sales promotional literature outlined

in the preceding section, the 3 devoted to booklets and brochures, house organs and bulletins, and publicity releases and reprints are better adapted to the editorial than to the advertising treatment. Editorial technique calls for a sustained style of writing and a restrained style of design, as contrasted with the condensed brevity of advertising copy and the frequent flamboyance of advertising display. The editorial approach, however, need not signify any lack of sales effectiveness or any justification for long, dull copy or drab, uninspired art. It gets its results by means of more completeness of detail and less pressure and emphasis, but it gets them just as surely. Both editorial and advertising techniques have their places in sales promotional literature, and company books, company magazines, and company news which take the form of booklets, house organs, and news stories and which follow the general style of standard books, magazines, and newspapers, provide the place for editorial expression. In fact, the usual reason for selecting these sales promotional media in the first place is because their jobs are those that cannot be satisfactorily handled through strictly advertising devices.

Modern editorial practice tends more and more toward visual presentation. Wherever information can be more clearly imparted by a picture or a graph or a diagram than by words alone, pictorial treatment is employed. Solid type pages or large blocks of straight text are just as objectionable in a sales promotional piece as in a general magazine—probably more so because most people must be intrigued into reading commercial literature, while they turn voluntarily to the popular periodicals. Competition for readers' time and attention demands that the presentation of any subject be interesting as well as informative, entertaining as well as educational.

While a few talented writers are equally proficient at either advertising or editorial writing, generally the two do not mix. Few advertising agencies, for instance, turn out acceptable publicity releases for their clients unless they have set up special departments for the purpose manned by newspaper and magazine writers who know how to take the advertising flavor out of editorial material. Good advertising-copywriters' whole training has been to use words as selling instruments, to inject sales appeal into their messages; with rare exceptions, they are unable to write from the objective viewpoint necessary to keep editorial copy free from the coloring and editorializing which make it objectionable to editors and readers alike. By the same token, the best house organ editors and publicity writers aren't ordi-

narily the best advertising copywriters because they haven't been specially trained in the necessity of putting their points across with brevity or in writing to sell; their copy is more informative than persuasive and sells more subtly than directly.

A Third Type of Sales Promotional Writing: In addition to the advertising and the editorial-writing talent needed in a well-rounded sales promotional department, there is a corresponding need for another specialized talent—that of letter writing. While a person who possesses writing ability of any kind can usually write a pretty good letter, for the kind of resultful sales letters demanded in sales promotional work only skilled letter writers with a natural knack for the medium or with a broad background of practice and experience can qualify.

If the department is large enough, then, its creative staff should include specialists in all three forms of sales promotional writing: Advertising, editorial, and letter writing. If it is a small department and most of the writing assignments fall on one person he should be a versatile writer with a flexible style adaptable to each of the three mediums of expression.

What Constitutes Good Sales Promotional Writing? There have been almost as many definitions of good copy and what it is expected to accomplish as there have been good copywriters. Different kinds of pieces require different styles of writing, as has been noted in the cases of letters and of house organs, booklets, and publicity releases. It makes a further difference in the copy approach whether a catalog or price list, a folder or broadside, a post card or self-mailer is a mail-order piece intended to produce actual orders or a direct-mail advertising piece intended to supply further information, get interviews for salesmen, or accomplish some other more indirect form of selling.

Good copy for one purpose, consequently, might be very poor copy for another, and even writers specializing in advertising, editorial, or letter copy need to have many variations of style and changes of pace. The best copy, obviously, is that which best performs the specific sales promotional job it sets out to do. Whether its purpose is to sell seeds or overalls by mail to people on farms and in small towns, or to acquaint a group of big-city allergists with a new method of therapy in cases of atropic dermatitis, good copy carries just the right degree of sales power—high- or low-pressure—to influence the recipient to do what the sales promotion writer wants him to do. Few generalities apply universally to all sales promotional writing, but

the experiences of successful practitioners of the sales promotional art are helpful in sorting out those basic fundamentals which have the widest application.

How Time Has Used Special Copy for Special Groups: In selling subscriptions by mail to *Time, Life*, and *Fortune*, the experience of the circulation and advertising promotion departments of these publications emphasizes the importance of addressing individuals according to their particular interests. One circulation man once wrote a successful letter to nurses which began, quite truthfully: "My wife trained at Brooklyn Hospital." The same writer, again quite truthfully, began a letter to clergymen: "Reverend Sir—*Time's* Editor, *Time's* Managing Editor, *Time's* Religion Editor, and *Time's* Business Manager are all sons of ministers. And so am I."

Speaking before the Hundred Million Club of New York, some time ago, the then circulation promotion manager of the news magazine explained why this policy has proved effective. "We try to ask ourselves questions like these: 'What do the people who are getting this letter and our company have in common? What are our mutual interests? What are our mutual dislikes? What do we agree should and should not be done?' And we find, if we can answer these questions, it is not so hard to write a beginning for our letter that will immediately establish a common bond between our company and the people to whom we are writing. Of course, these are examples of letters in which you try to find your bond with the reader in his business or profession, and in advertising as well as circulation promotion we sometimes use this technique when we are using direct-mail advertising. For example, a mailing the advertising promotion department of *Time* sent recently to insurance men had the title: 'Some Names We Have in Common.' Through the die-cut in the cover the insurance man sees something with which he is very familiar—the Life Insurance Agency Management Association's own persistency rating chart showing the people on whom it is most profitable for insurance salesmen to focus most of their sales effort. We go on to show that this market is almost identical with *Time's* readership." Friendly relations are most quickly established by mention of interests held in common.

The speaker also pointed out that, while this formula doesn't invariably work out so successfully, it does in a large enough number of cases to make it worth trying. "Sometimes you can find a successful opening sentence in a reference to the geographic section where certain prospects live," he added. "We

write, when we are inviting Canadians to subscribe: 'You have been helping to make NEWS one of the Dominion's biggest exports.' This letter pulled exceptionally well for us—so well that we wondered if an adaptation of it might work as well in this country. We tried such a letter in the great state of California: 'You have been helping to make NEWS one of your state's biggest exports.' The letter did all right—that is, it brought in exactly one more subscription than the best general letter we were using in California at that time. Our conclusion is that when a specialized letter works, it works exceptionally well—but that we can often waste our energies in trying to get too specialized and that we can sometimes do just as well by writing a more general letter, one in which we try to find our common bond with the reader in the current news itself."

Organization and Word Selection: Earle A. Buckley of Ramsdell, Buckley & Co., Inc., once outlined what he regarded as the principal points of a writing assignment before a meeting of the Direct Mail Advertising Association as follows:

Keep it simple. You won't sell many canoes if you say, "Choose from impregnated plywood, anodized aluminum alloy, or resorcin-formaldehyde plastic."

Keep it sane. A hosiery ad in the New York *Times* recently contained this copy—"Seductive whispers of eye-flagging color, in twenty dramatic shades, from silver blue to a wicked brown called Stinky Mink." Somebody forgot to be sane.

Keep it clear and understandable. "Brown, the furrier, begs to announce that he will make up coats, capes, etc., for ladies out of their own skins." That isn't what he intended to say at all.

Keep it specific. "Young man who gets paid on Monday and is broke on Wednesday would like to exchange small loans with a young man who gets paid on Wednesday and is broke on Monday." That is specific. He didn't say Friday or Thursday or any other day in the week—he said Monday. If you are talking about a saving, don't say you have a saving for someone—tell him how much you can save him. If you want to say that something is better, tell him how much better it is. If it is cheaper, tell him how much cheaper.

Keep it believable. On the front of a sloppy looking restaurant in one of the worst sections of Philadelphia is a sign which reads, "The finest dinner in America—25 cents." That is obviously so unbelievable that there is no point in even discussing it, but you will find equally unbelievable statements in advertising every day in the week.

Keep it appropriate. A mortician shouldn't use copy like this—"You are invited to see our exciting new collection of caskets." For every situation there are some words that apply, and some words that don't.

Keep it informative, but remember always the reader approach. The reader doesn't want an adding machine, he wants to get home early. She doesn't want soap, she wants the "skin you love to touch."

Mr. Buckley concluded by quoting a poem of Orville Reed's to illustrate his point that the necessity of informing also includes

the necessity of doing so in terms of simplicity and quickly understandable ideas:

> Copy that lilts like the song of a bird,
> Or flows like a brook in the spring,
> Syntax that sings—a joy to be heard—
> I've found may not sell a darn thing.
>
> But stuff that informs is simple and plain,
> That says what it says and then stops,
> Is often the reason that sales show the gain
> That pays for the fine-written flops.

In similar vein William A. Temple wrote an article on "The Art of Using Words" for *Think,* house magazine of the International Business Machines Corporation, in which he said:

> The majority of our English words as now spoken are of Anglo-Saxon origin. Generally they are our shorter, simpler words and have to do with everyday matters such as home, food, love, dare, like, hate, fear, etc. They express feelings and personal comfort, while our longer words, of Latin or Norman origin, are more apt to deal with matters of cold reason. Hence, to express oneself vividly, the Anglo-Saxon words are best. They evoke response more effectively. The longer words give rise to thought and call upon the reasoning powers, but they are less apt to move the hearer emotionally.

Postal Life's Successful Writing Formula: Howard Dana Shaw—the same "H. D. Shaw" whose signature has appeared on hundreds of thousands of mail-order letters from the Postal Life Insurance Company over a great number of years—undertook to construct what he called "a brief introductory set of rules for writing language of the result-getting kind instead of the information-conveying kind." Based on his own experience of more than 20 years, together with the tests and conclusions of many others, he incorporated it in these "Six Checking Points for Writing That Gets People to Do Things":

1. *Be Natural Instead of Literary.* Don't talk like a book; talk like a human. Watch out about being too pompous, too formal, too abstract, too preachy—too anything that makes people think you're a stiff-neck stuffy sort of a goon instead of a nice human kind of a guy. Don't strain to be grammatical. Shun the bookish words. We know that correct English is *not* important—ordinarily. We know that if you are writing to a professor of English good grammar is much more useful to getting your effect than if you are writing to a plumber. And we know that if you can be correct, and still follow other rules and sound human, it's best to be correct. The point is: Don't work at it too hard. If you sound stiff and literary, if your style seems strained in its attempt to be correct, if you write too many *to-whiches* and *to-whoms* instead of using prepositions to end sentences with, it's very bad. To quote Claude Hopkins, eminent merchandising authority of another generation: "To many, language and style are considered important. They are not. If fine writing is effective in any way, it is a detriment. It suggests an effort to sell. And every effort to sell creates corresponding resistance."

At the same time I would like to disagree with the experts who insist you should write as you speak. Writing and talking are practically two different tongues, as Mark Twain and numerous others have observed. The spoken language—whether conversation or speech—is necessarily full of chaff and repetitions.

2. *Simplify Your Sentences* is the second rule of language that's supposed to get something done. People outside the campus just won't bother to unravel a complex sentence structure. Make your sentences short, but don't make 'em too short, or all the same length. Effective style requires variety. After a couple longish sentences, stick in a real short one—it makes the reader prick up his ears. And write your sentences in a simple, straightforward, active style. Put the subject first and then the predicate. Don't write backwards, like a well-known weekly news magazine. Avoid reflexives and inversions. And shun too many dependent phrases. If the sentence gets the least bit involved or lengthy, put the considerations in a separate sentence. The lawyer won't like it, but the customers will read it.

3. *Write in Pictures*. When I was on the copy desk of a daily newspaper years ago, I sat beside a guy who was forever saying "Put a picture in every headline." Since then I have learned that nearly every effective writer, whether writing a letter or a text on ancient history, employs the principle of imagery. He has the knack of using concrete words that picture something to the eye or bring something to life through other senses. Which word paints the vividest picture: *fainted* or *swooned, swallow* or *gulp?* Practice by describing the things you see, hear, taste, smell, and feel—then see how many of the same words you can carry over into your writing language. It will do wonders in putting flesh and blood into your copy. If you have written "This plan provides protection for your beneficiary," scratch it out and write "This plan promises to pay money to your wife so she can buy clothes and set the table."

4. *Make Things Move*. The only thing better than a picture is a moving picture. Writing should always have a sense of direction, of going somewhere. And the individual sentences and words should be sentences and words of action. The most elemental way to do this, of course, is to *use more verbs*. The English language is overloaded with adjectives and poverty-stricken in verbs, but there are plenty of them ready to work for you if you make friends with them, collect them, learn to enjoy them, and use them. Just be verb-conscious. Remember when it moves, it gets attention. It flags the eye and hooks the interest. But don't overwork the auxiliary verbs—they have no motion in them. Don't *hold a meeting* or *have a discussion;* instead, just *meet,* or *discuss*.

5. *Use Personal Pronouns*. Rudolph Flesch in his famous *Art of Plain Talk* (which you must read if you want to write English) shows how "personal references" broaden the audience and intensify the readability of the written word. The mail-order man will usually insist, if he can't prove it by test, that lots of capital I's in a letter make it more resultful. So if you mean *I,* say *I*. Don't try to escape the realities of life and perpetrate things like *the writer, the undersigned*.

And by the same token, when you mean *you,* say it. It greatly improves meaning and readability to put the first and second person pronouns right where they belong. Many times you can spruce up a sentence or paragraph unbelievably by getting rid of the formal circumlocutions and speaking in plain me-to-you English.

6. *Don't Inflate*. When you lean on adjectives, you give away your inferiority complex. And there is a similar weakening effect when you try too hard to be enthusiastic. When you know your business and have confidence in yourself and your product, you write with strength and character. At least, that's what the reader feels as a sort of sixth sense. When you sound bombastic or over-exuberant, he discounts you plenty. Tests prove it. Tone down your claims and temper your superlatives.

And learn to pick the right word that will stand on its feet without crutches. Many adjectives, if not most of them, represent an attempt to bolster up the word or idea you're not quite confident of. As a drill, try crossing out all the adjectives in a piece of writing. You'll find few in good writing.

O. M. Scott & Sons' "Three R's" in Copy: Putting the fundamental rules of effective sales promotional copy into practice usually means extending the definition of copy to include not only the actual writing but the accompanying illustrative material and, in fact, the whole manner of presentation. The practical application of the O. M. Scott & Sons' copy policy has been summed up by President C. B. Mills as "The Three R's of Romance, Readability and Returns." Each of them requires good sales promotional writing but, more than that, the additional support of good sales promotional presentation. Mr. Mills explains the technique as follows:

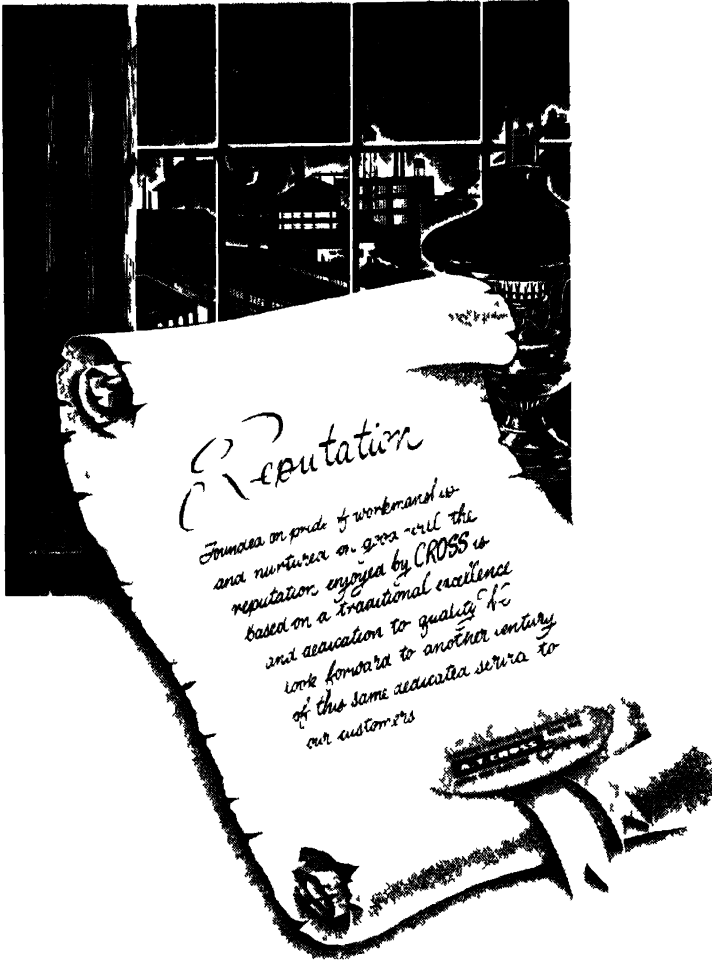
ROMANCE:

The Frank E. Davis fish mailings paint a thrilling picture of the sea and its treasure of fish. *Time, Newsweek,* and other magazines have put romance into the news and into their letters designed to get new subscriptions.

We sell something which isn't particularly romantic—grass seed—and yet occasionally a good story possibility comes along. One year we had a shipment of seed en route from New Zealand and about the time it took off, another freighter bringing a same variety ran into a typhoon and became disabled. Another was prevented from taking off at all. On the disabled ship, most of the seed was damaged and all of it delayed to the extent that it got into this country far behind the seeding schedule. We had good luck; our ship came through and it seemed like a news story, so we got out a special mailing piece using pictures of the crop being harvested and bagged in New Zealand, pictures which we had around for years with no excuse to use. We showed how this variety was used and, of course, a little description and details of the ship in connection with its safe arrival. It didn't make as exciting a story as *Mutiny on the Bounty* but better than a mere recital of what we sell, and how much it is. We sold an immense amount of fescue from that single mailing; it did much better than an ordinary mailing that simply says, "How much is it?" We have put into our selling copy, an account of how seed is cleaned. We quoted figures, worked it out on a mathematical basis, and we never got to first base. With no reference to intrinsic value at all, we tested against that mathematical equation a letter which talked solely of results, of what significance a sparkling lawn really is, how the whole family will enjoy it, the neighbors envy it, the passersby glow with excitement as they exclaim: "Now there's a lawn!" We find it better to interpret our products into people's lives, and show them how much richer their everyday living will become.

READABILITY:

The composer of music does something similar to writing good sales copy. He puts a definite theme into the composition; then, at frequent intervals, the same theme reappears until finally a climax is reached. We substitute pretty pictures for pretty music, and then invite the prospect to get more enjoyment from his own lawn by coming over into our corner. Copy needed to convert prospects into customers involves a slow take-off followed by a rising tempo of sales effort. When you have aspects that the prospect's interest is aroused, you bear down harder.

Some copy reads hard. It doesn't seem to have any swing to it, no rhapsody. It's tedious and tiresome. The first thing you know, you drop the letter without feeling the least impressed. I like to think that we can visualize our typical prospect as a man or woman in a given income bracket with certain objectives in life and

Selling gold filled pen and pencil sets at $15 requires the projection of a quality image and customer-satisfaction A T Cross Company not only stressed the word reputation on a parchment scroll illustration against a background of quality store names, but used French fold parchment-type paper The interior spread contained reproductions of actual letters from satisfied users.

wants which we feel ourselves qualified to satisfy. Thus we attempt to write copy directed point blank at such people. I think I know hundreds of folks who are just like the prospects whom we picture as specifically belonging to us.

How Warner & Swasey Use Case History Copy: J. E. Craig, manager of advertising for The Warner & Swasey Company in Cleveland, has reported that the questions usually asked among sales promotion men regarding the advisability of using case histories in their copy are as follows:

1. Can you get as much variety into literature based on case histories as in other methods of presentation?
2. Aren't case histories very difficult to obtain?
3. How does one know where good performance stories exist, and what are all the particulars of securing complete data?
4. What about new products? Many concerns are now manufacturing post-war models or products new to industry. Can case histories be applied in these instances?
5. What about results from this type of direct mail?
6. How do customers feel about the use of their name in your advertising literature?

From his company's experience in using a great deal of this sort of material over a period of many years, he is convinced that favorable answers may be given to each of the six questions by any company which seriously goes about the problem of collecting material. He has found that they give greater rather than less variety to the campaign; that, while not easy to obtain, they are no harder than comparable good material obtained from other sources; and that results from both the company's and its customers' standpoints are highly favorable.

Related Problems of Editing and Proofreading: In business writing, as in every other form of writing, an essential requirement is the development of a standard, consistent style. Style consists of a lot of little things: How to punctuate; what rules to follow for capitalizing and abbreviating; when to spell out numbers and when to use numerals; how to handle such matters as titles, dates, geographical and political names, ages, etc. In short, under the heading of style come grammar, spelling, construction, and all-around good taste.

In the development of style, sales promotional writing has struck a medium between the informality of the daily newspaper and the formality of literary and scientific writing. Consisting of advertising copy, editorial writing for house organs and booklets, and letter writing, business literature has developed a style of its own; and an acceptable style for letter writing can serve equally well for the other forms. (For detailed rules of

style, see *U. S. Government Printing Office Style Manual.*) Regardless of which of several alternatives may be selected as the style to follow in certain specific cases, the one basic qualification of any style guide is consistency.

A copyreader, who edits copy before it is set in type, and a proofreader, who reads copy after it is set in type and checks the proof against the original, both need to acquire close familiarity with the rules of style as adopted for their particular purposes. Standard equipment for both jobs is an authoritative unabridged dictionary such as *Webster's New International,* and an accepted style guide such as *A Manual of Style,* published by the University Press of the University of Chicago. The dictionary proves indispensable for deciding questions about compounding and hyphenating words, dividing words at the end of type lines, checking spelling, and capitalizing. For arbitrary distinctions which need, nevertheless, authoritative verification, the style manual will supply a good supplementary reference.

Brief explanations of the importance of proper editing and proofreading are given on the following pages, together with the standard symbols for editing copy and reading proof. In some sales promotional departments, both jobs must of necessity be combined in a single person, and it is especially important for such a person to recognize the points of similarity and difference between the two.

Style is a qualification of make-up as well as of writing, especially in booklet, catalog, or house organ work where there are certain inviolable rules—such as, for instance, the dictate that all right-hand pages be odd-numbered and all left-hand pages even-numbered—which come within the province of the copyreader, proofreader, and makeup man or woman to check.

EDITING COPY:

In marking corrections on the typewritten copy that goes to the printers, the symbols are placed in the copy itself rather than in the margins as in marking proofs. This is to make it just as easy as possible for the compositor or the typesetting machine operator to follow along, word after word and line after line, without having to pause and, as they say, "chase the copy all over the page." Good editing considers the speed and accuracy of the typesetting.

The symbols for editing copy used in the specimen page (see page 303) speak a universal language in the printing trades. All compositors understand them, and their use saves time and eliminates misunderstandings. A wavy line under a word or phrase, for instance, always means to set that copy in bold-faced type. A straight line means to set it in italic type. Two lines mean small capitals; and three lines, regular capitals. In addition to editing the copy for spelling, grammar, punctuation, factual accuracy, and accepted style in such things as abbreviations, capitalization, use of numerals, etc., also mark clearly on each

piece of copy the exact type specifications: The kind of type, the size, the amount of line spacing, and the width of the line. A typical type specification for a booklet page might be: "Set in Bodoni Book, 8 pt. on 10, 21 picas wide." That means, of course, that Bodoni Book has been decided on as the most suitable type face for the job, that it is to be set in the 8-pt. size with 2-pt. spacing between lines, and that the column width is 21 picas or 3½ inches.

In editing, failure to make all the necessary corrections in the copy or to give all the necessary instructions to the printers will only result in resetting and needless alterations, which waste both time and money. A little extra care and attention to the copy make a big difference in speeding up deliveries and in keeping down costs. In case of doubt, don't hesitate to consult your dictionary or style book. It's a whole lot easier to correct the copy than to correct the type.

READING PROOF:

In marking corrections on the type proofs, the symbols are placed in the margins with connecting lines showing exactly the place in the type where the corrections need to be made. And again the reason for doing it that way is for the convenience of the typesetter. He doesn't need to follow the proofs word for word and line for line the way he does the original copy. He is looking only for the alterations, and it is economical to make it as clear and as easy as possible for him to find them.

Assuming that the copy was well edited beforehand, what a proofreader is concerned with are the strictly mechanical errors: Misspellings, transpositions, wrong fonts, bad spacing, omissions, etc. Proofreading, though, gives a final chance to correct any errors that may have slipped through the copyreading. Mechanical errors are the typesetter's fault; errors in sense or in construction belong to whomever edited the copy.

Proofs are best read by a team of two: A proofreader and a copyholder. The latter reads the copy aloud, including punctuation and all other style specifications, while the former marks the corrections. If no copyholder is available it is important to refer to the original copy. Otherwise the proofreader might easily overlook omissions of words, sentences, or even complete paragraphs.

Another important thing to look for which can't be anticipated in the copyreading is the way words are divided at the ends of lines. Ligatures constitute another pitfall for proofreaders. For greater legibility and better letter-spacing where thin characters like "i's" and "l's" and "f's" are concerned, typographic usage dictates that certain combinations should be run together in a single type character rather than be set individually. Thus, such combinations as "fi," "fl," "ffi," "ffl," etc., from single condensed characters, and the proofreader has to be careful that they don't appear as widely spaced individual characters.

COPY FITTING

One of the important items in the cost of producing sales promotional literature is "alterations." It is not uncommon, when copy has been so poorly prepared for the printer that considerable changes must be made after the copy has been set in type, for the cost of the alterations to be as much as it cost to set the copy in the first place. Since alterations, or author's corrections as they are sometimes called, are usually charged on a

COPYREADING MARKS

Symbols for editing copy according to the rules of style accepted for business writing. Correct editing reduces average costly alteration charges by more than half, and alterations account for 10 to 50 percent of most jobs.

ONE WORD	If our only yard stick of business profits is dol-
BOLD FACE	lars, and we measure our every activity by the noise
APOSTROPHE	it makes on the cash register, then I say, dont join
SEMICOLON	anything. Keep out of your trade associations fight
LOWER CASE	shy of the local Service Clubs; have nothing to do
PERIOD	with executives organized on functional lines In the
COMMA	first place, with such a philosophy you probably won't
RESTORE	put much into these associations and you may be per-
RUN IN	fectly certain you won't take much out.
INSERT LETTER	It takes more thn dues to make a succesful associa-
TRANSPOSE LETTER	tion. And you probably won't maek many friends, for
OMIT WORD	people haven't much use for the man who joins up for
HYPHEN	business first purposes. If you are that sort of bird,
INSERT WORD	stay at your desk. Keep your head buried your papers.
ITALICS	But don't blame anyone but yourself if you and your
EXCLAMATION POINT	business soon die of hardening of the arteries.
PARAGRAPH	¶ If, however, you measure profits by the friends you
OMIT LETTER	make as well as the money you bank; if you agree with
SMALL CAPS	Theodore Roosevelt that "every man owes something to
QUOTES	his profession and are not satisfied to go through
DASH	life, taking all you can get but giving nothing in re-
TWO WORDS	turn--then join at least one of your hometown's fel-
CAPITALIZE	lowship groups. after all, you know we are only on
SPELL OUT	this earth a few years. Most of us have but (20) years
NUMERAL	at best in the harness. Why not spend one per cent of
TRANSPOSE WORDS	those remaining years doing what we to can make this
QUESTION MARK	world a better place in which to live.

PROOFREADING MARKS

Symbols for correcting copy after it has been set in type, not to be confused with copyreading marks. Good proofreading checks the finished composition for three factors: Sense, typographical errors, faithful following of copy.

Mark	Example
	Dele, or delete: take it out.
	Letter reversed — turn.
#	Put inspace.
	Close up — no space.
eq #	Bad spacing: space more evenly.
wf	Wrong font: character of wrong size or style.
tr	Transpose.
¶	Make a new paragraph.
□	Indent; or, put in an em-quad space.
	Carry to the left.
	Carry to the right.
	Elevate.
	Depress.
x	Imperfect type — correct.
	Space shows between words — push down.
‖ =	Straighten alignment.
stet	Restore or ~~retain~~ words crossed out.
	Print (ae, fi, etc.) as a ligature.
out, see copy	Words are omitted from, or in, copy
(?)	Query to author: Is this correct?
caps	Put in capitals.
sc	Put in SMALL CAPITALS.
lc	Put in LOWER CASE.
rom	Put in *roman* type.
ital	Put in italic type.
bf.	Put in bold face type.
⊙	Insert period
	Insert an apostrophe in proof readers marks.
=/	Insert hyphen in printing office efficiency.
en—/	Insert en dash between 1918 20.
em—/	Insert em dash

time basis and billed as an extra, it is important that copy be written to fit the space it is to fill.

TABLE I

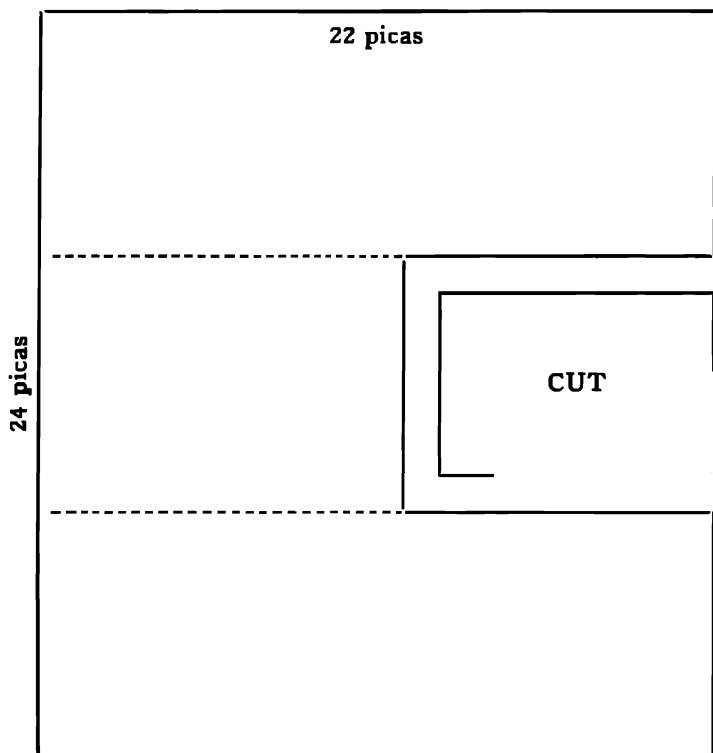
Characters per pica

Type Size	Average Characters Per Pica
4 point	5
5 point	4
6 point	3.5
8 point	3
10 point	2.5
12 point	2
14 point	1.5
18 point	1

TABLE II

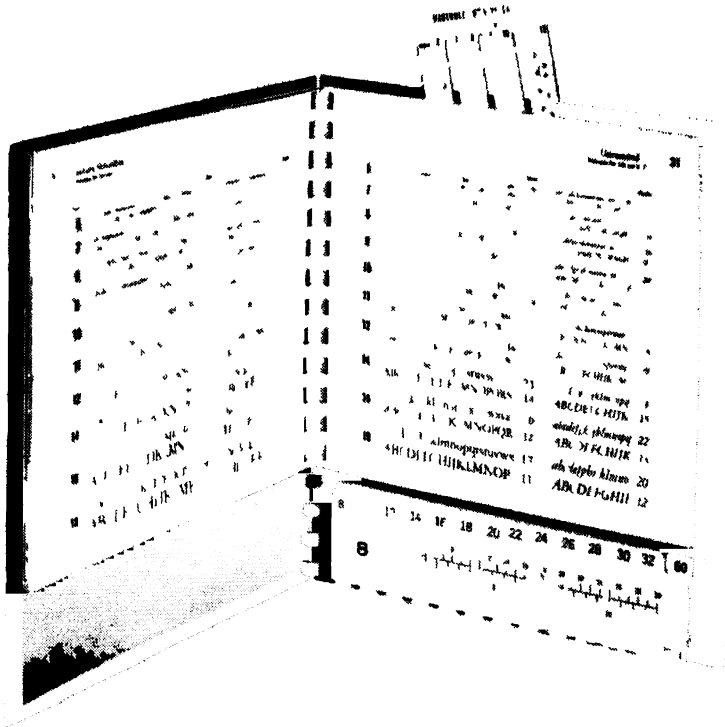
Average characters per one square pica with corresponding average type face required to fill space

Size of Average Type Face Required To Fill	Characters Per One Square Pica
4 point solid	15
4 point on 5 point	12
5 point solid	9.6
5 point on 6 point	8
6 point solid	7
6 point on 7 point	6
6 point on 8 point	5.3
8 point solid	4.5
8 point on 9 point	4
8 point on 10 point	3.6
10 point solid	3
10 point on 11 point	2.7
10 point on 12 point	2.5
12 point solid	2
12 point on 13 point	1.8
12 point on 14 point	1.7
14 point solid	1.4
14 point on 15 point	1.3
14 point on 16 point	1.2

Straight Copy: While there are a number of methods used in copy fitting, the one most commonly employed is to first make a to-size layout of the piece, with the type sizes and measurements indicated. With that information before him the copywriter can easily compute the number of characters it will take to fill each line, and then set his typewriter accordingly. For example, if a space 13 picas wide is to be filled with 10-point body type, cast on a 12-point linotype slug (10-point leaded), reference to the table on this page indicates there are 2.5 ten-point characters to each pica of column width. Thus there will be 32 5 characters to the line. In writing copy to fit, set the typewriter to start at 0 and stop at 32 on the scale. Some copywriters hold down the period key at the stop point and give the carriage a few quick turns, which leaves a faint vertical line on the copy paper. They then type until the typing reaches the stop line, or nearly so, and then write the next line. The number of lines required is determined by measuring the up and down space with a line gauge, which gives the number of 8-, 10-, or 12-point lines required to fill. In fitting copy for house organs, a ruled layout sheet divided into picas and columns is generally used. This makes it easy for the editor to measure the amount of copy required to fill a certain space on the page.

Run Arounds: How many characters will it take to fill the space, 22 by 24 picas, allowing for a cut 9 by 6 picas and a 1-pica border for three sides, if you want to use 8 point Bodoni? By measuring with a gauge, you will know that you want 12 lines 22 picas long, 12 lines 12 picas long, and 12 lines 22 picas long of 8 point Bodoni to fill this space. The table shows that each pica will use 3 characters, so set your typewriter to 66 characters and type 12 lines, then type 12 lines 36 (3 by 12) characters long, and finally type 12 lines 66 characters long, and your copy will run practically line for line when set in this type.

Suppose you have this manuscript typed as above: 12 lines of 66 characters (792), 12 lines of 36 characters (432), and 12 more lines of 66 characters (792), or 792+432+792=2016 characters. Find the area of this space: 22×8 (176 square picas) plus 8×12 (96 square picas) plus 22×8 (176 square picas)=448 square picas

Divide 2016 (total number of characters) by 448 (total number of square picas)=4.5 Find this factor in the "square pica" table and read to the left and you find you must use 8 point solid

OTHER COPY-FITTING SYSTEMS

(Courtesy Haberule Company)

The space required for setting sales promotion copy in type may be determined accurately through the use of copy-fitting tools such as this. It includes specimen type faces, character-count scales and plastic type gauge.

The Roto-Typometer and the Copy Scale: A calculating device which enables the novice as well as the expert to cast up copy quickly and easily, and to determine the proper size and face of type in which to set a given job The Copy Scale, a durable celluloid companion piece to the Roto-Typometer, simplifies counting the amount of copy in a page of typewritten matter.

PDQ Copymeter and PDQ Printometer: With these two calculators, which work on the order of a slide rule, the measuring of type, copy, and photographs may be done automatically. They may also be used in fitting body type.

Hopper's Type Tables: This book includes five type tables, so arranged as to provide a quick solution, without calculation, of practically every copy-fitting problem. Table I gives pica width of 100 characters in any face or size of type; Table II gives the type faces of all sizes having the same "set," grouped together; Table III shows the number of characters that will set in a line of 100 picas; Table IV gives the average number of characters per line of any pica-width, for any "set"; and Table V is a reference table of half a thousand type faces.

Clason's Rapid Copy Fitter: This four-page copy fitter multiplies and divides and gives the answer in a few seconds. A celluloid rule is used in conjunction with the tables to show at a glance the measurement of a given piece of typewritten copy (elite or pica) or of type itself.

The Printers' Calculat: The Calculat consists of a broadside of Tables of Set Sizes, giving the body sizes of most of the type faces in ordinary use and a cardboard scale to be used with these tables containing the "set size," "pica measure," and "character."

Copy Fitting with the Slide Rule: As the title suggests, this little four-page folder gives clear and concise instructions for using the slide rule as a tool in copy fitting. With it, a fairly accurate count of the average number of type characters in pica measures may be obtained, or copy may be converted into lines of type, or type lines into pica depth, and so on.

Complete Table of Characters Per Square Pica

Characters Per Pica	4 Point		4½ Pt.	5 Point		6 Point			7 Point			8 Point		
	Solid	1 Pt Lead	Solid	Solid	1 Pt Lead	Solid	1 Pt Lead	2 Pt Lead	Solid	1 Pt Lead	2 Pt Lead	Solid	1 Pt Lead	2 Pt Lead
5 1	15 3	12 2												
5 0	15 0	12 0												
4 9	14 7	11 8	11 8											
4 8	14 4	11 5	11 5	11 5	9 6									
4 7	14 1	11 3	11 3	11 3	9 4									
4 6	13 8	11 0	11 0	11 0	9 2									
4 5	13 5	10 8	10 8	10 8	9 0	9 0	7 70	6 75						
4 4				10 5	8 8	8 8	7 52	6 60						
4 3				10 3	8 6	8 6	7 35	6 45						
4 2				10 1	8 4	8 4	7 18	6 30	7 18	6 30	5 61			
4 1				9 8	8 2	8 2	7 01	6 15	7 01	6 15	5 47			
4 0				9 6	8 0	8 0	6 84	6 00	6 84	6 00	5 34			
3 9				9 4	7 8	7 8	6 67	5 85	6 67	5 85	5 21	5 85	5 19	4 68
3 8				9 1	7 6	7 6	6 50	5 70	6 50	5 70	5 07	5 70	5 05	4 56
3 7				8 9	7 4	7 4	6 33	5 55	6 33	5 55	4 94	5 55	4 92	4 44
3 6				8 6	7 2	7 2	6 16	5 40	6 16	5 40	4 81	5 40	4 79	4 32
3 5				8 4	7 0	7 0	5 98	5 25	5 98	5 25	4 67	5 25	4 66	4 20
3 4						6 8	5 81	5 10	5 81	5 10	4 54	5 10	4 52	4 08
3 3						6 6	5 64	4 95	5 64	4 95	4 41	4 95	4 39	3 96
3 2						6 4	5 47	4 80	5 47	4 80	4 27	4 80	4 26	3 84
3 1						6 2	5 30	4 65	5 30	4 65	4 14	4 65	4 12	3 72
3 0						6 0	5 13	4 50	5 13	4 50	4 01	4 50	3 99	3 60
2 9						5 8	4 96	4 35	4 96	4 35	3 87	4 35	3 86	3 48
2 8						5 6	4 79	4 20	4 89	4 20	3 74	4 20	3 72	3 36
2 7									4 62	4 05	3 61	4 05	3 59	3 24
2 6									4 45	3 90	3 47	3 90	3 46	3 12
2 5												3 75	3 33	3 00
2 4												3 60	3 19	2 88
2 3												3 45	3 06	2 76
2 2														
2 1														
2.0														
1 9														
1 8														
1 7														
1 6														
1 5														
1 4														
1 3														
1 2														

Complete Table of Characters Per Square Pica

9 Point			10 Point			11 Point			12 Point			14 Point		Characters Per Pica
Solid	1 Pt Lead	2 Pt Lead	Solid	1 Pt Lead	2 Pt Lead	Solid	1 Pt Lead	2 Pt Lead	Solid	1 Pt Lead	2 Pt Lead	Solid	2 Pt Lead	
														5 1
														5 0
														4 9
														4 8
														4 7
														4 6
														4 5
														4 4
														4 3
														4 2
														4 1
														4 0
														3 9
														3 8
														3 7
														3 6
4 66	4 20	3 82												3 5
4 52	4 08	3 71												3 4
4 39	3 96	3 60	3 96	3 60	3 30									3 3
4 26	3 84	3 49	3 84	3 49	3 20									3 2
4 12	3 72	3 38	3 72	3 38	3 10	3 38	3 10	2 85						3 1
3 99	3 60	3 27	3 60	3 27	3 00	3 27	3 00	2 76						3 0
3 86	3 48	3 16	3 48	3 16	2 90	3 16	2 90	2 67	2 90	2 67	2 47			2 9
3 72	3 36	3 05	3 36	3 05	2 80	3 05	2 80	2 58	2 80	2 58	2 38			2 8
3 59	3 24	2 94	3 24	2 94	2 70	2 94	2 70	2 48	2 70	2 48	2 30			2 7
3 46	3 12	2 83	3 12	2 83	2 60	2 83	2 60	2 39	2 60	2 39	2 21			2 6
3 33	3 00	2 73	3 00	2 73	2 50	2 73	2 50	2 30	2 50	2 30	2 12	2 12	1 88	2 5
3 19	2 88	2 62	2 88	2 62	2 40	2 62	2 40	2 21	2 40	2 21	2 04	2 04	1 80	2 4
3 06	2 76	2 51	2 76	2 51	2 30	2 51	2 30	2 12	2 30	2 12	1 96	1 96	1 73	2 3
2 93	2 64	2 40	2 64	2 40	2 20	2 40	2 20	2 02	2 20	2 02	1 87	1 87	1 65	2 2
2 79	2 52	2 29	2 52	2 29	2 10	2 29	2 10	1 93	2 10	1 93	1 79	1 79	1 58	2 1
2 66	2 40	2 18	2 40	2 18	2 00	2 18	2 00	1 84	2 00	1 84	1 70	1 70	1 50	2 0
			2 38	2 07	1 90	2 07	1 90	1 75	1 90	1 75	1 62	1 62	1 43	1 9
			2 26	1 96	1 80	1 96	1 80	1 66	1 80	1 66	1 53	1 53	1 35	1 8
						1 85	1 70	1 56	1 70	1 56	1 45	1 45	1 28	1 7
									1 60	1 47	1 36	1 36	1 20	1 6
									1 50	1 38	1 28	1 28	1 13	1 5
									1 40	1 29	1 19	1 19	1 05	1 4
												1 11	98	1 3
												1 02	90	1 2

STYLE CHART FOR SALES PROMOTION

Writing is not an exact science, and rigid rules to govern it are impractical. Most of the large publishing organizations and advertising agencies have their own style, and have developed their own rules for style. These are followed by their proofreaders. The most widely used style sheet (or book) is that of the United States Government Printing Office. Another popular style book is that of the University of Chicago Press. The following rules have been adapted from several such style books. The importance of clarity in expression and the need of facilitating the writing and handling of copy used in the promotion of sales is important since the use of a style sheet in preparing copy for the printer can save costly corrections after the copy has been set in type.

In advertising departments where a large volume of copy is produced and set into type, it is usual to furnish those engaged in production work with a mimeographed or planographed style sheet which can be inexpensively prepared. The Medill School of Journalism, Northwestern University, Chicago, has prepared a handy style book for the use of writers, which is offered for general distribution at 75 cents a copy. This will be found quite useful, as will the following Dartnell style sheet prepared by John L. Scott.

	Style:	Correct:	Not:
Addresses	Use numerals for all street addresses	1 Park Avenue	One Park Avenue
	Spell out and capitalize Street, Avenue, Place, Road, Boulevard, etc., when used as part of the name of a thoroughfare, and North, South, etc., in addresses. Abbreviate only when necessary to save space.	791 Oak Street 36 North Grand Avenue	791 Oak street or 791 Oak St. 36 N. Grand Avenue
	Spell out numbered streets of one or two numbers. (There is an exception in the case of New York City where the general practice is to use numerals with the suffixes, *st*, *nd*, *rd* and *th*.) Use numerals for streets over one hundred	23 Second Avenue 105 Thirty-third Street 950 West 133rd Street	23 2nd Avenue 105 33rd Street 950 West One Hundred and Thirty third Street
	Abbreviate names of states only in lists, signatures and bibliographical matter, and only when preceded by the name of a city. Never abbreviate Idaho, Iowa, Ohio, Maine or Utah	Detroit, Mich. Des Moines, Iowa Columbus, Ohio	A citizen of Mich Des Moines, Ia Columbus. O.
	Set off names of states with commas	Detroit, Michigan, is the Motor City.	Detroit, Michigan is the Motor City.
	Punctuate lists of names, cities and states with commas and semicolons	Walter Miller, San Francisco, California; Russell B. Jones, Portland, Oregon; etc.	Walter Miller, San Francisco, California, Russell B. Jones, Portland, Oregon, etc
	Use a comma before *of* in connection with residence	Harold H. Mason, of 284 Clark Street, Chicago.	Harold H. Mason of 284 Clark Street, Chicago

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Ages	Always use figures to express age except at the beginning of sentences	He was 60 years old Twelve-year-old Robert White lives in New York	He was sixty years old 12-year-old Robert White lives in New York
	Ages may be spelled out when used informally in ordinary reading matter	Men between the ages of eighteen and thirty	Men between the ages of 18 and 30

	Style:	Correct:		
Compound and Hyphenated Words	Compound two or more words to express a unit idea or to avoid ambiguity	anyone forethought hearsay something onlooker everybody hereby	today tomorrow tonight moreover alongside newsprint cannot	writeup makeup textbook upstate nowadays childlike
	Compound two nouns when one of them functions as a prefix or suffix	bookcase doorway landowner	copyholder airship penholder	brickmaker birthplace
	Use a hyphen to join the elements of an improvised compound	T-shaped blue pencil high minded blue green make-believe	know-it-all know-nothing bell shape one-two pipe-line	quick-fire saddle stitch short-change shell-shock milk-white
	Use a hyphen in adjectives formed of two or more words when they precede the nouns they modify, but not when they follow the nouns they modify	well known up to-date so-called sales-building first-class widely-quoted	house to house black and-white twentieth-century matter-of-fact above-mentioned two party	
	In general, use no hyphens with the following prefixes and suffixes	*a, after, age, anti, auto, by, co, counter, de, demi, ever, ex, extra, fold, grand, hood holder, in, inter, intra, less, mid, mis, off, non, on, over, port, pro, re, semi, ship, some, sub, super, trans, tri, ultra, un under, up, ward*		
	In general, use hyphens with the following prefixes and suffixes	*able-, brother-, cross-, elect, ex-* (former), *father great-, half-, -hand, mother-, open-, public quarter-, -rate, self-*		

	Style:	Correct:	Not:
Contractions and Omissions	Use apostrophe, without period or capital, to denote omission of letter or letters, contractions are not abbreviations	ass'n (contraction) Assn (abbreviated) I'm, don't	Ass'n , assn
	Use a series of periods (ellipses) to denote omission of part of a quotation	Date lines ... are set at the left side of the page	Date lines (etc.) are set at the left side of the page
	Use comma to denote omission of words	Mr Smith was elected president, Mr Jones, vice president	Mr Smith was elected president—Mr Jones vice president
Display Matter	Omit the period after headlines, captions and subheads	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY	MORRIS ELECTED NEW MANAGER OF MOTOR COMPANY
	Avoid abbreviations and excessive punctuation in display lines		MORRIS ELECTED MOTOR CO MGR *or* MORRIS PROMOTED— ELECTED MANAGER, AUTOMOBILE FIRM

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Display Matter (Cont.)	Omit the comma at the end of display lines, such as headings, running heads, box-heads, date lines, etc., and between months and year	*The Printing Art Quarterly* Formerly Printed Salesmanship November 1935	*The Printing Art Quarterly* Formerly Printed Salesmanship, November, 1935
Figures	In general, spell out numbers from one to nine, use figures for numbers above nine	There were only eight people present. There were 63 people present.	There were only eight people present There were sixty-three people present.
	Abbreviate *number* before figures	No. 17	Number 17 *or* No. Seventeen
	Spell out round numbers	He asked for one thousand volunteers. Approximately two hundred	He asked for 1,000 volunteers. Approximately 200
	When beginning a sentence, spell out figures and abbreviations	One hundred and twenty-five books were sold. Number 18 was the winner.	125 books were sold. No. 18 was the winner.
	Use figures with *percent*, which is spelled as one word	10 percent	ten per cent, *or* 10 per cent.
	In sentences requiring more than one numeral, some below and some above nine, use figures for all	Sales amounted to 137 cars in April, 88 cars in May, and 225 cars in June. From 9 to 110	Sales amounted to 137 cars in April, eighty-eight cars in May, and 225 cars in June. From nine to 110
	When numerals, particularly capitalized Roman numerals, are preceded by nouns or abbreviations of nouns which indicate place in a sequence, use figures and capitals	Act II; Room 606; Part IV; Vol. III; Fig. 5	Act Two; room 606
	Use figures for scores, degrees of temperature, sums of money, telephone numbers, dimensions, weights, measures, etc., and do not abbreviate in regular reading matter	Iowa 19, Illinois 0 32 degrees $12.50; 25 cents; $10 Longbeach 4000 9 by 12 inches; 6 feet 1 inch 5 gallons, 3 quarts 2 pounds, 7 ounces	Iowa, 19; Illinois, nothing thirty-two degrees twelve dollars and fifty cents; 25c; $10.00 Longbeach four thousand 9 x 12"; 6' 1" five gallons, three quarts 2 lbs., 7 oz.
	Spell out ordinal numerals of less than one hundred	second, sixtieth	2nd *or* 60th
	Use numerals with hyphens in unit modifiers	10-inch board; 5-gallon jug; 45-degree angle; 5-pound weight	ten inch board; five gallon jug; forty-five degree angle; five pound weight
	Spell out fractions in ordinary reading matter	two-thirds of a yard	2/3 of a yard
Foreign Words	Italicize foreign words and phrases appearing in English text except those words which, because of continued usage, are now incorporated in the English language, such as:	Alma Mater, apropos, attache, au revoir, bona fide, camouflage, clientele, consensus, debut, ensemble, fracas, motif, nom de plume, protocol, regime, subpoena, versus, vice versa	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Foreign Words (Cont.)	In translations, quote the English equivalent of foreign words and phrases	*caveat emptor*, "let the purchaser beware"	
	Capitalize both proper nouns and proper adjectives in Latin and Dutch text; proper nouns but not adjectives in French, Italian, Spanish, Norwegian and Swedish text; and all nouns, both common and proper, but not adjectives, in German and Danish text	Nederland; Nederlandsche France; francaise Italia; italiani Espana; espanola Norge; norsk Sverige; svenska Deutschland; deutsch	nederlandsche Francaise Italiani Espanola Norsk Svenska Deutsch
	Capitalize the particle in French names, except when they are preceded by the Christian name or title	De Maupassant Jean de la Fontaine	de Maupassant Jean De La Fontaine
Proper Names	Do not abbreviate Christian names except in signatures when the form used by the signer is retained	Thomas Mitchell *or* T. B. Mitchell John Cromwell William Johnson G. Washington	Thos. Mitchell Jno. Cromwell Wm. Johnson Geo. Washington
	Use the full name the first time the person is referred to in the text, thereafter simply last name and title	Walter R. Green delivered the opening address . . . in conclusion, Mr. Green said	Mr. Green delivered the opening address . . . in conclusion Walter R. Green said
	Capitalize proper nouns but not words derived from proper nouns that have developed special meaning	Prussia; prussian blue Paris; paris green Bohemia; bohemian	Prussian blue Paris green Bohemian
	Capitalize nicknames of cities, states, teams, etc.	The Windy City The Buckeye State The Chicago Bears	The windy city The buckeye state The Chicago bears
Names of Organizations Institutions Etc.	Capitalize and spell out the full names of companies, corporations, mills, clubs, societies, banks, universities, schools, etc.	BrownManufacturing Company Standard Corporation Central Woolen Mills The Downtown Club City Trust Bank New York Central Lines Northeastern University	Brown Manufacturing company Standard corporation Central Woolen mills The Downtown club City Trust bank New York Central lines Northeastern university
	Capitalize the full names of hotels, theaters, stations, buildings, etc.	Grand Hotel, Hotel Grand Lyric Theater Tenth Street Station Securities Building	Grand hotel Lyric theater Tenth street station Securities building
	Do not capitalize general designations of companies, buildings, organizations, institutions, etc., except when they are used as well-known short forms of specific proper names	The library; the company; the hotel The Canal (Panama Canal) The Street (Wall Street)	
Geographical Names	Capitalize geographical names and their distinguishing names, whether they precede or follow	Ohio River; River Nile Long Lake; Lake Erie	Ohio river Long lake; lake Erie
	Capitalize sections of the country, but not adjectives derived from them; do not capitalize points of the compass	The East; The Middle West the eastern seaboard; middle western farmers They traveled east.	The east; the middle west the Eastern seaboard; Middle Western farmers They traveled East
	In general, do not abbreviate parts of geographical names except in tabular matter where space is limited	Fort Meyers Port Huron Mount Everett San Diego	Ft. Meyers Pt. Huron Mt. Everett S. Diego
	Always abbreviate *saint* or *saints*	St. Paul	Saint Paul

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Political Names	Capitalize the names of political parties and organizations	The Republican Party He is a Democrat. The Republic of France The British Empire	The Republican party He is a democrat. The republic of France The British empire
	Capitalize nouns referring to the United States but not adjectives	The Nation; the Union The union army The national government federal	The nation; the union The Union Army The National government Federal
	Capitalize the names of specific national and state legislative bodies, but not adjectives	The Senate; the House of Representatives; the General Assembly; Parliament senatorial investigation parliamentary law	The senate; the house of representatives: the general assembly, parliament Senatorial investigation Parliamentary law
	Do not capitalize the names of national, state and city boards, etc., unless used in full as proper names	legislature; city hall; senate The Department of Agriculture; the Chicago Post Office	Legislature; City Hall; Senate The department of agriculture; the Chicago post office
Questions	Do not use a question mark after indirect questions or polite requests	Please send me a copy. He asked what time it was.	Please send me a copy? He asked what time it was?
	Use question marks to indicate direct queries, to express more than one query in the same sentence and to express doubt	What is the time? Will it mean the same to the salesmen? the dealers? the consumers? She walked fifteen (?) miles every day.	What is the time. Will it mean the same to the salesmen—the dealers—the consumers?
	In question-and-answer testimony use dashes and question marks; do not quote	Q.—Where do you live? A.—92 Sherman Avenue.	Q: "Where do you live?" A: "92 Sherman Avenue."
Quotations	Set prose quotations of five or more lines and poetry quotations of two or more lines in narrow measure without quotation marks. When poetry is quoted, start each verse with quotations and end with the last verse	Regarding job printing, Mr. Giess has this to say: Attractiveness is as necessary to the typography of printing as dignity and legibility are to a law brief, but, in trying to get attractiveness into their work, job printers often go astray. As Whittier said: Let the thick curtain fall; I better know than all How little I have gained How vast the unattained	
	Periods and commas are always set inside the quotation marks	He said, "The goods have been shipped." "The goods," he said, "have been shipped."	He said, "The goods have been shipped". "The goods", he said. "have been shipped",

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Quotations (Cont.)	Interrogation points and exclamation points are placed inside quotation marks only when they are part of the quoted matter	"Good for you!" he shouted "Have the goods been shipped?" he asked The question is, was the shipment marked "rush"?	"Good for you"! he shouted "Have the goods been shipped"? he asked The question is, was the shipment marked "rush?"
	Use quotation marks to set off a word of unusual meaning or an unfamiliar or coined word the first time it is used but not thereafter	It will be the "go-aheads" who will get the most business probably the go-aheads will be the only ones to make sales	
	Capitalize the first word of a quotation when introduced by a comma, colon or some other break in sentence thought	He said that "business is rapidly improving " He said, "Business is rapidly improving " He said that business was rapidly improving	He said that "Business is rapidly improving " He said "business is rapidly improving " He said, "that business was rapidly improving "
Religious References	Capitalize all names for the Bible, books of the Bible and other sacred books, but not adjective derived from them	The Authorized Version of the Bible	Biblical Characters
	Capitalize all nouns and adjectives used to designate the Deity, and all pronouns except *who whose* and *whom*	The Almighty Trust Him who rules all things	The almighty Trust him Who rules all things
	Capitalize the names of religious denominations	Members of the Presbyterian church	Members of the presbyterian church
	Use the colon between chapter and verse in scriptural references and dashes between verses	I Corinthians xiii 13 Luke 1 2 4	
Time Date Seasons Etc.	Use figures for dates and omit *st*, *nd*, *rd*, *th*	September 10, 1935	September tenth, 1935 September 19th, 1935
	Spell out names of months and days except in date lines tables, etc , and never abbreviate May, June or July, never abbreviate when day or month stands alone	It happened in September he is leaving Saturday The meeting was held on Tuesday, September 10, 1935 July 4, 1776	It happened in Sept he is leaving Sat The meeting was held on Tues , Sept 10, 1935 Jul 4, 1776
	Capitalize names of holidays, etc	Fourth of July New Year's Day Armistice Day	fourth of July New Year's day armistice day
	Set off the year with commas except when only the name of the month appears	It was on August 15, 1935, that the accident occurred August 1935	It was on August 15, 1935 that the accident occurred August, 1935
	Spell out references to particular decades, do not capitalize	In the nineties	In the 90's *or* In the Nineties
	In general, use figures for expressing time, use lower-case letters for the abbreviations, a m and p m Capitalize B C and A D which should be set without a space between, A D should precede the year	11 30 a m 46 B C A D 1900	11 30 A M *or* 11 30 A M 46 B C A D 1900 *or* 1900 A D
	Time of day and dates may be spelled out when given in ordinary reading matter	Lunch will be ready at noon The meeting opens at half past two About the fifteenth of March He left at four	

Style Chart for Sales Promotion

	Style:	Correct:	Not:
Time Dates Seasons Etc. (Cont.)	In using figures, never let the hour stand alone Use either o'clock, or a m , p m , or 12 o'clock noon or midnight	It was 10 o'clock in the morning At 7 30 p m	It was 10 in the morning Tonight at 7 30
	Do not capitalize seasons of the year	During the spring and summer	During the Spring and Summer
Titles	Always abbreviate the titles *Mr*, *Mrs*, *Dr*, and *St*, preceding personal names	Mr Henry C Gordon Dr H K Clark Mrs H K Clark St John	Mister Gordon Doctor Clark Mrs Dr Clark Saint John
	Abbreviate *Honorable* and *Reverend* unless preceded by *the* when they are spelled out and capitalized, being adjectives rather than titles they should be used only when followed by the first names, initial or title	Hon Carter Glass, the Honorable Carter Glass The Honorable Mr Glass Rev E T Nichols, the Reverend E T Nichols, Rev Dr Nichols	Hon Glass the Hon Glass Rev Nichols, the Reverend Nichols
	Capitalize all titles of honor or nobility when referring to specific persons and used in place of the proper name	The President (President of the United States) the Senator from Idaho	The president (President of the United States), the senator from Idaho
	Abbreviate *Esq*, *Jr* and *Sr* and use Roman numerals II, III, IV, etc , when used after a name, use commas with abbreviations but not with numerals	Robert C Porter, Jr Hanford Hicks, Esq James R Bower III George V	Robert C Porter, junior Hanford Hicks Esq JamesR Bower,Third George, V
	Capitalize and spell out titles preceding personal names, but do not capitalize when following names	President George T Bush GeorgeT Bush, president Professor Howard A Cook, professor of English	president George T Bush,GeorgeT Bush, President professor Howard A Cook, Howard A Cook, Professor of English
	Capitalize abbreviations for degrees and titles and set without space between the letters	Thomas D Owen, M D	Thomas D. Owen, M D or Dr Thomas D Owen, M D
	Do not hyphenate ordinary titles of two or more words	vice president, sales manager, assistant treasurer	vice president, sales manager assistant treasurer
	Italicize the titles of books and of plays, essays, poems etc , of book size	*Treasure Island* *The Merchant of Venice*	Treasure Island "The Merchant of Venice"
	Quote the titles of short poems, essays or plays of less than book length	"To a Waterfowl"	To a Waterfowl
	Italicize the names of periodicals, journals pamphlets, published documents, etc , but not the article *the*	the *Saturday Evening Post* the *Dental Journal* the *Report of the United States Department of Agriculture*	the Saturday Evening Post *the Dental Journal* "The Report of the United States Department of Agriculture"
	Italicize the distinguishing portions of the names of newspapers, but not the city names, abbreviate and inclose in parentheses the name of the state when needed	the New York *Times* the Cleveland *Plain Dealer* the Bloomington (Ill) *Pantagraph*	*the New York Times* the *Cleveland Plain Dealer* "The Bloomington Pantagraph"
	Quote the subjects of lectures, sermons, magazine articles, etc , including the initial *A* or *The*	"The Prospects for Inflation" "The Ten Commandments"	The Prospects for Inflation The "Ten Commandments"
	Quote the names of ships, aircraft, titles of pictures and the names of art objects	U S S "Virginia" Whistler's "Mother"	U S S Virginia "Whistler's Mother"

Chapter 12

SALES PROMOTION LITERATURE

III—Production

THE revolution going on within the graphic arts industry is of great importance to sales promotion men. One industry spokesman said that more progress has been made in the last 10 years than in the preceding generation. There has been a constant stream of new developments tending to reduce the cost of printed sales literature, as well as to add novelty and variety.

There is, for example, the Fotosetter developed by the Intertype Corporation now in use throughout the industry. Instead of producing a metal slug of type, like type-casting machines, it sets "type" on photographic film. The machine is so designed that an operator, using a typewriter-like keyboard, can set a whole page of "copy," headlines and all. The machine justifies the line at the right-hand margin. The completed film is placed against a sensitized plate and exposed to light. The resulting metal plate may then be used for any offset printing process.

Other developments which tend to reduce the cost of offset reproduction are the Justowriter, Lithotype, Multilith, and the new models of the Vari-Typer, to name only a few of the major new mechanical devices.

Electronic Developments: Today the printing industry is becoming rapidly involved with electronics. The most dramatic change is taking place in the use of computers to set type, justify lines and hyphenate. Companies such as RCA, IBM, Stromberg-Carlson, A. B. Dick, Philco and others now have computers which, combined with teletypesetters, enable printers to span time and distance barriers that long seemed insurmountable.

With Telstar, Early Bird and satellite communications approaching everyday use, no spot on earth will be too distant from which to send and receive copy.

Some newspapers already routinely use computers to set type amazingly fast. It takes a computer about a minute to set a full newspaper page.

Others examples of electronic applications in printing are in controls to regulate cutting, folding, and stacking. Scanners, working through analog computers, are simplifying the complicated steps in making color separations directly from transparencies without a camera and without a lens.

Another new printing technique is the 3-D process. This creates a startling illusion of depth by coating a printed surface with optical plastic. All of these new developments are described for the layman in an interesting booklet published by the Tension Envelope Corporation in cooperation with the Printing Industries of America, Inc.

Electrostatic Printing: Another revolutionary development of great significance for the future is electrostatic printing. Among other things, electrostatic printing eliminates the need for pressure and uniformity of contact at the printing surface. This means that it may be used to print on irregular or pressure-sensitive surfaces. It will print articles that cannot be printed by conventional methods. In the Tension booklet these are listed as: vegetables, foam, burlap, pills, capsules and tablets, glass, rock, ceramics, wood and plastic, among many other raw or processed materials.

Also of importance in the production of literature is the process for making engravings. Costs have been more than halved by use of a photoelectric process which cuts the engraving on plastic instead of the traditional copper and zinc base.

While not all these recent developments in the graphic arts apply directly to producing sales promotional literature, many do. It is therefore important in view of the prevailing high wage rates and resulting costs in the industry, that those responsible for the production of advertising and sales literature not only know about these cost-cutting developments, but that they take advantage of facilities where the use of advanced processes and high-speed equipment make for lower prices.

The Production Department: If the appropriation for printed and lithographic materials is sizable, as in the case of a national advertiser or an advertising agency, the responsibility for producing and purchasing it might profitably be delegated to someone

who has specialized in that branch of sales promotion. There are so many ways for effecting savings in producing sales literature by better planning and alert buymanship, that an experienced production man who knows his way around should save his salary, and that of his assistants, many times over.

Then, too, there is the matter of giving the sales promotional materials used by a company "character." This involves a knowledge of lay-out, typography, and the printing processes seldom possessed by those who have not specialized in production. A good lay-out man, who knows type and how to use it to get desired effects, can save the company large sums of money. If the printer or lithographer is required to produce a piece of literature without a workmanlike layout, he must use his own judgment; which usually means resetting and costly alterations. At present wage rates alterations are a very expensive luxury. There are cases where the alterations on a direct-mail piece have exceeded the cost of the composition. A good production man can also save on the cost of sales promotional literature by making full use of types which can be machine set, avoiding the higher cost of hand composition. But he must know type. Year after year, many new faces have been cut for machine composition. At one time, fewer than 10 standard type faces accounted for more than 95 percent of commercial typography; then in a rush came the sans serif faces, the square serif faces, the newer script and cursives, and finally the modern revivals of nineteenth-century novelty faces, until only a specialist could keep abreast of typographic developments. Binding methods, too, had remained substantially the same for decades until the new mechanical bindings came into vogue and soon multiplied to the point where a printing buyer had not two or three bindings from which to choose but 20 or 30!

Higher prices imposed upon production men the necessity of utilizing the new methods and materials at their disposal, but of doing so with maximum economy. It compelled them to find short-cuts that would reduce costs without destroying effectiveness. It taught them to get modern effects at old-fashioned prices. It developed their resourcefulness, ingenuity, and buying acumen. They learned how to make blow-ups of type proofs take the place of hand-lettering; how to substitute flat colors for process plates; how to use type ornaments instead of art work and engravings; how to take full advantage of the most economical of the new processes.

In the face of paper shortages production men had to adapt their

plates and printing to whatever paper they could get and still come up with creditable jobs. With priorities working against them on every side they had to simplify the specifications of each job to the barest necessities in order to get them produced at all. In a sellers' market they had to marshall all their sources of supply diplomatically enough to obtain reasonable quality and service without getting too far out of line on price. It was during those hectic days that production men proved themselves indispensable in sales promotion. In fact, many concerns which in the past had managed to get along without qualified production assistance, set up production departments during the war that they have kept in operation ever since.

Producer and Supplier Contacts: The maintenance and broadening of contacts with producers and suppliers, as a matter of fact, governs all the production department's other activities. Whether the department consists of one person or twenty, it does not possess within itself the ability to produce. It is dependent upon a myriad of outside agencies, all of which are in turn interdependent. A piece of sales promotion literature, consequently, may seldom if ever be considered as a single job entrusted solely to a single source of supply; rather it must be considered as a series of related jobs, and each job must be produced to meet (a) the required time schedule, (b) the required budget limitations, and (c) the required standards of quality. To achieve such objectives, efficient production departments are geared to operate according to systematic procedures which include, at a very minimum performance level, these four steps:

1. A thorough knowledge of the problems involved in each part of each piece of literature, based on a close study of all possible alternatives.
2. A wide enough choice of sources of supply to permit careful selection for each job.
3. Full instructions to each supplier and a complete understanding of delivery dates, prices, and quality standards.
4. Regular and relentless follow-up of each supplier at each stage of the operation.

Whenever there is a break-down in a production system, it occurs at one of these four points. If the problem was correctly analyzed at the beginning, if the right supplier was selected to handle it, if he was fully acquainted with what was expected of him, and if he was followed up on regular schedule, then everything could be depended upon to run smoothly. But multiply one supplier by possibly a dozen, and the difficulties besetting a production department become more apparent. A slip-up in the ne-

gotiations with any one of the twelve might easily disrupt all the efforts of the other eleven and the job might come out late, might be of inferior quality, and might cost more than anyone ever suspected. When the great number of different individuals and firms accountable to the production department's direction is taken into consideration, the wonder is that slip-ups occur as rarely as they do. Even the following list is not necessarily complete, but it represents most of the craftsmen with whom the average production department does business:

Printers	Typesetters
Photoengravers	Electrotypers
Steel- and copper-plate engravers	Bookbinders
Paper merchants	Finishers
Envelope makers	Mailing list houses
Photographers	Letter shops
Illustrators	Display producers
Lay-out and Lettering artists	Photostaters

Where the Production Operation Begins: The production manager and his assistants are the point of contact between all these producers and suppliers on the outside and his own sales and advertising associates on the inside. In the case of advertising agencies, as pointed out in Chapter 19, he works directly with the art director and copy chief. In companies doing sales promotion, he gets his assignments from the sales promotion manager, the sales manager, or the advertising manager, depending on the set-up of his organization.

Usually a piece of sales promotion literature reaches the production manager in the form of okayed copy and finished art and lay-out. Sometimes, especially in the case of companies which do not maintain their own art staffs, he gets only a rough dummy and is responsible for getting the necessary photographs made, for commissioning an illustrator to do the finished drawings and paintings, and for turning the whole thing over to a lay-out artist or designer to make up the final working dummy. The lay-out artist may either do whatever lettering is required himself or turn it over to a lettering specialist. He may also specify the type faces in which the job is to be set and, in consultation with the production manager, select color combinations, decide on engraving techniques, and specify the paper.

Frequently, of course, the production manager or one of his assistants is qualified by talent or training or both to perform the functions of a lay-out artist himself and handle the working

dummies, type and paper specifications, and other details. It is seldom, however, that a production department includes professional artists capable of doing finished work; in that event it becomes an art department doing production work only inci-

DIRECT MAIL SPECIFICATION SHEET

FORM NO. — DATE — IS AN ATTACHMENT PLANNED ☐ YES ☐ NO — IS A BUSINESS REPLY CARD PLANNED ☐ YES ☐ NO — 3RD CLASS ☐ — BULLETIN — EXTRA COPIES TO — APPROVALS — BID INFORMATION ADV. PIECE — VENDOR — QUANTITY — PRICE — COST

SIZE — NO. OF PAGES — PROCESS — STOCK — COLORS 1 SIDE — COLORS 2 SIDES — COMPOSITION — PACKING — PLATES FURNISHED BY — SPECIAL INSTRUCTIONS — DATE QUOTATION WANTED — DATE RELEASED FOR BIDS — DATE VENDOR SELECTED

BID INFORMATION REPLY CARD — VENDOR — QUANTITY — PRICE — COST

SIZE — PROCESS — STOCK — COLORS 1 SIDE — COLORS 2 SIDES — PLATES FURNISHED BY — COMPOSITION — DATE RELEASED FOR BIDS — DATE VENDOR SELECTED

Cost record developed by Schneidereith and Sons, Baltimore printers, to control direct mail advertising expenses.

dentally, instead of vice versa. Neither does a production department often assume any responsibility for copy other than to set it legibly and correctly in type. It may do its own proofreading but not its own editing or rewriting, even when necessary to cut or fill to make the copy fit. That's a copywriting job; the production department has enough on its hands already.

These procedures, obviously, are typical rather than universal. They apply principally to organizations doing a large enough volume of sales promotion work to warrant a good-sized production department. They do not apply to smaller operations in which the sales promotion or advertising manager may be his own idea man, copywriter, art director, and production man combined. There are such versatile promotion men and, within the limits of their available time, some of them are doing outstanding jobs. Creative and technical talents do not ordinarily mix, however, and good writers or artists rarely possess the organizing ability characteristic of a good production man who, similarly, is too methodical ever to catch the spirit of doing inspired writing or imaginative art. The nature of his work demands that he be an executive rather than a craftsman.

Which Printing Process to Select: The first question to be settled right at the beginning of production is how the job shall be printed. So many things hinge on this decision straight down the production line that it must be made before most of the other operations can start. Whether the job is to be printed by letterpress, offset, or gravure determines (a) what form the finished art work will take, (b) whether the type will be made up for printing or electrotyping or will be etchproofed for photographic reproduction, (c) whether engravings will be required or photostats will be made for key-line drawings, (d) what kind of paper will be used, (e) what size envelopes will be needed to accommodate the weight and bulk of the paper, (f) how much the job will cost to mail and the effect of those costs on the press run, and so on through almost every ramification of the piece. The time as well as the cost element must be weighed, and there are, in addition, such other considerations as the nature of the illustrations, the number of colors, the length of the press run, the size of the finished piece, and many more.

Because the selection of the printing process for an individual sales promotion piece is of such far-reaching importance, a thorough knowledge of the advantages and disadvantages, the possibilities and limitations of the various processes is indis-

pensable to people in production work. Of all the methods of reproducing copy, design, and illustrations, probably more than 95 out of every 100 pieces of sales promotion literature are produced by the three major processes: Letterpress, offset lithography, and gravure. And the essential differences between the three processes are briefly as follows:

In letterpress or "relief" printing, ink is transferred to paper by means of *raised* surfaces.

In gravure or "intaglio" printing, ink is transferred to paper by means of *depressed* surfaces.

In lithography or "planographic" printing, ink is transferred to paper by means of *flat* surfaces.

Each process differs from the other two not only in basic principles but in physical appearance. Experienced production men can identify each process at a glance; usually they also recognize whether it was employed wisely or unwisely for the specific job at hand. The factors on which they base their judgments are revealed in the detailed descriptions of each process.

RELIEF PRINTING — LETTERPRESS PROCESS

This form of printing is the earliest and still the most widely used of all printing processes. The ink is applied to the printing surface of raised type or engravings and the impression is transferred to paper by the application of slight pressure. Small jobs are printed either on platen presses, such as the Gordon, which handles sheet sizes of 10 by 15 inches, or on job cylinder presses such as the Miehle Vertical and Horizontal, Kelly, or Miller, which print on sheets up to 17 by 22 inches. Larger jobs are printed on cylinder presses of the flat-bed type which range in size from a sheet capacity of 17 by 22 inches up to 50 by 73½ inches Newspapers, big-circulation magazines, mail-order catalogs, etc., are printed on rotary presses using continuous rolls of paper instead of sheets, or on sheet-fed or magazine web rotary presses using flat sheets instead of rolls.

On platen presses, the impressions are made by a flat, even pressure of the paper against a flat area of type or plate. On flat-bed cylinder presses, the impressions are made by the pressure of a cylinder rolling across a flat area of type or plate. On rotary presses, the impression is made by having the flat printing area put into curved form by means of stereotyping or electrotyping against which another cylinder revolves with the paper.

Among the advantages claimed for letterpress printing over other processes, are the following:

Sharpness and Clarity. This is the only process in which printing is done directly from type, and which permits the same makeready. It is also unsurpassed when exact detail is sought in line engravings and halftone screens. To do fine-screen halftone work, however, only coated papers should be used in letterpress.

Flexibility. All the ingredients of a letterpress printing job—type, zinc and halftone engravings, electrotypes, etc.—may be made up together and printed in the same form. The same form may be broken down and the various ingredients rearranged or placed in different forms and printed over and over again. For jobs which involve typesetting anyway, which have small press runs, and which contain illustrations or type blocks that may be re-used in other pieces, no other process has the flexibility of letterpress. But these advantages are not necessarily held when the runs get long enough to require electrotypes or when there is the possibility of later long-run reprints. When composition is on machine-cast slugs, it is possible to cast two slugs for each line at the same time, so that the second set of slugs can be used when the first set shows wear.

Recent Developments in Letterpress Printing: The principal advance in the letterpress process in recent years has been the perfection and adoption on a large scale of so-called wet printing for the production of long-run magazine and catalog jobs at high speeds. By means of wet printing four or five colors may be printed almost simultaneously at speeds up to 12,000 revolutions per hour. Wet printing differs in many material respects from dry printing and requires special plates, special inks, and special papers, but it has solved the problem of producing the greatly increased number of full-color advertising pages for the weekly magazines with circulations well up in the millions. Instead of having an impression cylinder for each plate cylinder, as is the case with conventional rotary presses, in four-color wet printing a much larger impression cylinder is used to accommodate five press cylinders. As the paper web travels around this large impression cylinder, the various plate cylinders successively transfer layers of yellow, red, blue, black, and, when desired, an additional color to the paper, one on top of another. The process has its limitations so far as exactly matching the colors of the original color drawing, painting, or photograph is concerned; yet for the purposes for which it is used the quality has been developed

to a surprisingly high point. The sales promotion jobs for which wet printing is adaptable are exceedingly few, but it adds one more tool to the resources of companies which occasionally have large runs of full-color jobs in which speed and economy are factors.

INTAGLIO PRINTING—GRAVURE PROCESS

The principle of gravure printing is exactly the reverse of letterpress printing. Instead of obtaining the impression from the top of the plate, it is made from minute recesses or "wells" etched into the surface of the plate which hold the ink and transfer it to the paper. The earliest form of intaglio printing was the etching, which was discovered by Tommaso Finiguerra, an Italian goldsmith, in the early part of the fifteenth century. The etching process, fundamentally, is that of scratching out an image in the surface of a sheet of metal either by hand tooling or by acids, then covering it with ink, wiping the ink off the surface, and finally picking up on a sheet of paper the ink remaining below the surface of the metal.

Steel or copperplate engraving is a form of intaglio printing, as are the various types of gravure: Hand gravure, which is known as photogravure; sheet-fed gravure; and cylinder or rotary gravure, familiarly known as rotogravure. An advantage of the gravure printing process is that much finer screens can be printed than by the letterpress process. For average fine printing, the photoengraved halftone uses a screen of 133 lines to the square inch. In gravure, the coarsest screen generally used has 150 lines to the square inch and they range up as high as 300 lines. A 150-line screen gravure plate, then, has 22,500 dots to the square inch and can be printed on the coarsest kind of paper stock. For a photoengraving halftone to print satisfactorily on the same coarse stock requires a 65-line screen halftone, or one having only 4,255 dots to the square inch. A gravure plate, in other words, has more than 5 times as many dots per square inch as a comparable halftone, accounting for its greater detail, the absence of visible screen, and the softness of its tone.

The rotogravure sections of newspapers are printed by rotary gravure presses on continuous rolls of paper. Pictorial house organs, catalogs, and long-run folders are frequently done by rotogravure. The fine reproductions of photographs, paintings and drawings used in the higher-quality sales promotion literature are printed by sheet-fed gravure presses on single sheets of paper,

usually of a much heavier weight and fancier finish. Rotogravure is practical only for runs of upward of 100,000 impressions; sheet-fed gravure is practical for shorter runs even as small as a few thousand impressions.

While the dots in a halftone plate for letterpress or offset, as will be shown, vary in size to determine relative light and dark areas, in a gravure plate all dots are of the same size, shape, and number per square inch in both highlight and shadow areas. The tone is controlled by varying the depth of the ink wells. The deeper wells hold more ink and consequently print more darkly. Another requirement exclusive to gravure is that everything to be reproduced—type, illustrations, hand-lettering, and even solids—must be screened.

Gravure's gradual growth in popularity is indicated by the fact that there are now more than 50 national magazines printed entirely or in part by this process. Books, calendars, greeting cards, and such widely varied merchandise as wallpaper, textiles, wrapping paper, linoleum, labels, box covers, cellophane, glassine, and tissue are also being done in gravure. It is a versatile process of wide usefulness with which well-rounded production people need to be entirely familiar.

OFFSET LITHOGRAPHY

Lithography is the process of printing from a plane or flat surface, a technique which is neither intaglio nor relief. The image to be printed is in the same plane with the non-printing area. The differences between offset printing and other processes are, basically, the application of the principle that oil (ink) and water do not mix; and the method of placing ink on paper by offsetting it first from plate to rubber blanket, then to paper.

At first, lithography used smooth stone tables. Later, zinc or aluminum plates were developed, and the fact that they could be made to curve around a press cylinder made possible the high-speed offset lithography of today.

The offset process also differs in another way from letterpress printing. Instead of assembling heavy type and plates, photographic negatives, or positives of illustrations and "repro" proofs of type matter, may be more conveniently used.

Essential to the modern offset process is the art of photography, which is used in photocomposing the printing plate. All the copy to be reproduced—type, lettering, illustrations, etc.—is

photographed onto a coated plate, and the light-hardened portions which make up the image become the sections that attract the ink and repel water, while the balance of the plate attracts water and repels ink. Offset plates now may be deep-etched after the manner of intaglio plates so that more ink may be carried on the plate and thus a stronger color printed on the halftone sections of the image.

Among the advantages that offset offers to sales promotion production are the following:

More economical printing plates. While there may not be a great deal of difference in the cost of original halftones for letterpress or for offset, there is considerable difference between the cost of electrotypes and offset printing plates. By the use of step-and-repeat photography, the same image may be duplicated on an offset plate rapidly and at little cost. Thus the process is particularly well adapted to the printing of letterheads, labels, small folders, and other pieces where anywhere from four to a hundred of the same subject are printed on the same sheet. Further, line-engraving costs may be eliminated if the drawings are made to scale and are photographed on the same negative with the type proofs and lettering. Offset printing permits soft, pleasing effects on soft papers, costing less than the "slick" papers required in printing from halftone engravings.

Lower cost of reprints. For jobs which are reprinted at intervals, the comparatively greater ease of storing offset plates and getting them back on the press and ready to run quickly are other factors in favor of the process. This advantage may be lost, however, if many corrections or revisions are made in the reprinting.

Easier to handle large-size work. The limitations in the size of photoengraving equipment plus the high cost of large engravings gives offset the edge when it comes to the reproduction of such large pieces as posters, displays, and fine art reproductions. Offset presses can handle sheet sizes as large as 52 by 74 inches, and printed images 42 by 58½ inches are standard in poster work.

Wider variety of papers available. By the offset process, fine screen halftones can be printed on any grade of paper from soft uncoated stock to enamel papers sized for offset.

Conversion of letterpress plates. A comparatively recent development is the method of making sharp etch proofs of letterpress halftones on cellulose acetate sheets, dusting them with lampblack to add further density, and then using these acetate proofs as positive transparencies which are printed by contact on sensitized film to form the negative, which is then used to make the

plate for printing. This method reproduces the letterpress original line for line and dot for dot, and is used for converting four-color process plates and printing them by offset in perfect register.

OTHER PRINTING PROCESSES

Continuous tone printing. Both collotype, which permits continuous-tone printing by using a gelatin base without screen, and aquatone, which also uses a gelatin base but carries screens up to 400-line, are associated with the offset process. Collotype is planographic printing using a gelatin-coated glass or metal plate as the printing surface—glass for flat-bed presses and grained zinc or aluminum for rotary or offset presses. The basis of the process is the fact that when a bichromate is added to gelatin and exposed to light, the portion so exposed becomes hard and waterproof while the remaining gelatin is swelled by moisture, leaving the design slightly below the surface. After treatment, the light-hardened and dried portions of the gelatin take the ink and the unhardened and soluble portions repel it. No screen is used and the resulting true photographic gradation is unbroken by any line or screen. It is called continuous tone printing as distinguished from halftone printing, and is also known under the names of albertype, artotype, heliotype, lichtdruck, and phototype.

Letterpress embossing is basically the same process as letterpress printing, the chief difference being that, in embossing, the impression is made by male (raised) and female (depressed) dies, while in printing the impression is made by type and plates Embossing produces the image in relief, either raising it above the surrounding surface or depressing it below the surface. In hot embossing, the female die is electrically heated to give a sharper and deeper impression. In so-called blind embossing, the impression is made, without ink, on the plain stock. Letterpress embossing is responsible for the distinctive relief effects noticeable in so many present-day labels and seals. The process also has wide application for booklet and catalog covers, letterheads, display cards, calendars, and printed specialties of various kinds.

Water-color printing is a regular letterpress process which makes use of special inks, plates and rollers. Introduced in America as the Jean Berté process in 1927, its principal advantage has been to make possible the printing of pure water colors on standard letterpress equipment. Specially prepared rubber plates, more resilient than those commonly used, lay the colors evenly on any

stock without crushing even the most fancy finishes. By overlapping transparent water-color inks, many brilliant color combinations are obtainable without showing any sheen where they overlap. Through the introduction of new flat oil inks and special varnishes for making water-color pigments insoluble, the development of new coatings for ink rollers and the application of regular printing plates to water-color uses, several alternatives to the Jean Berté process have now been developed which are practically indistinguishable from it.

Silk screen printing. For many years exclusively a hand process, silk screen printing has recently advanced to a point where it can be done automatically on either of two presses designed for the purpose, and part of the work of affixing the image to the screen can now be done photographically. Basically, silk screen printing is the process of forcing a paint through a fine screen or silk, organdy, or wire cloth onto a printing surface of paper, glass, metal, cloth or, in fact, any material that can be printed or painted. Because of the ease and economy of preparing screens for as many different color impressions as are required, it is ideal for short runs of colorful solid color effects or for longer runs, up to 5,000 pieces, which call for more than the customary 3 or 4 colors; some subjects have as many as 40 or 50 different shades. By the use of a photographic emulsion which is light-hardened to the screen for nonprinting portions, paint is permitted to go through the screen when the excess emulsion is washed out to open up the printing areas. By this method fine line cuts and even halftones may be reproduced, as well as type.

OFFICE DUPLICATING PROCESSES

A few years ago, a wonderful cartoon appeared in one of our national magazines. It showed a high-ranking Army officer dictating to his clerk. The caption read something like this:

"'. . . and because this excessive paper work is extremely inefficient and costly, it must be eliminated.' Now, Jenkins, get me 100 copies of that."

Every office manager in America could probably recite—with more rancor than humor—some similar experience. And usually, when the command "make a hundred copies!" is flung at the office manager, there is this added injunction: "And do it right away."

At that point, the office manager is confronted with the problem of finding the easiest, fastest, and least costly way of carrying out his orders. And this thrusts him into the field of office duplicating.

Time was when the office duplicating equipment of most offices consisted of a worn-out, dusty machine off in an obscure corner of the premises, which was occasionally operated by the office boy. But times have changed. And with them have changed the demands of business for copies of letters, forms, memos, reports, and brochures. This enormous diet of paper upon which modern business feeds has prompted the manufacturers of duplicating equipment to literally outdo themselves in developing new reproduction methods and machines. Today, the duplicating equipment field offers to the office manager a score or more different machines to obtain multiple copies of a page.

Principal Duplicating Methods: At the outset, it might be well to list and give a thumbnail description of the principal office duplicating methods.

Mimeographing: To produce office bulletins on mimeograph equipment, the operator types or draws directly on the stencil. This operation is the crucial step in obtaining quality copy results. For added effectiveness, however, it is possible to patch prepared cartoons and illustrations onto the stencil.

The mimeograph process is suited for short, medium, and long runs. It is fast and it is economical. Stencil duplicator prices cover a wide range. Hand-operated models sell for as little as $195; modern, electrically driven models may run up to $850. Speed, versatility, and copy quality results account for the price difference.

The electronic stencil process has been developed to help the mimeograph attain copy quality results previously reserved for the offset process. These stencils make it possible to reproduce

Many types, sizes, and varieties of photocopiers are available to sales promotion departments. Illustrated is the Ditto desk-top electrostatic copier which duplicates any document up to 11 X 17 inches at the rate of 15 copies per minute.

linework, solids, and remarkable halftone facsimiles. From 5,000 to 10,000 copies can be reproduced from one electronic stencil.

Photocopy: The photocopy process provides a quick way to obtain from one to any number of copies of an original document, such as reports, letters, invoices, etc. Some photocopiers will even copy pages in bound volumes, photographs, and blueprints. Generally, it takes only seconds and costs only a few cents to make a photocopy.

Offset Printing: Compared to the cost of other office duplicating equipment, the initial cost of offset equipment is comparatively high, with most machines priced between $1,400 and $3,500. However, only the offset process can produce bulletins with print-like copy quality at a real saving of printing costs—including the reproduction of linework, solid areas, and halftones.

Offset equipment can also be used to produce letterheads, office forms, advertising literature, catalog pages, etc.

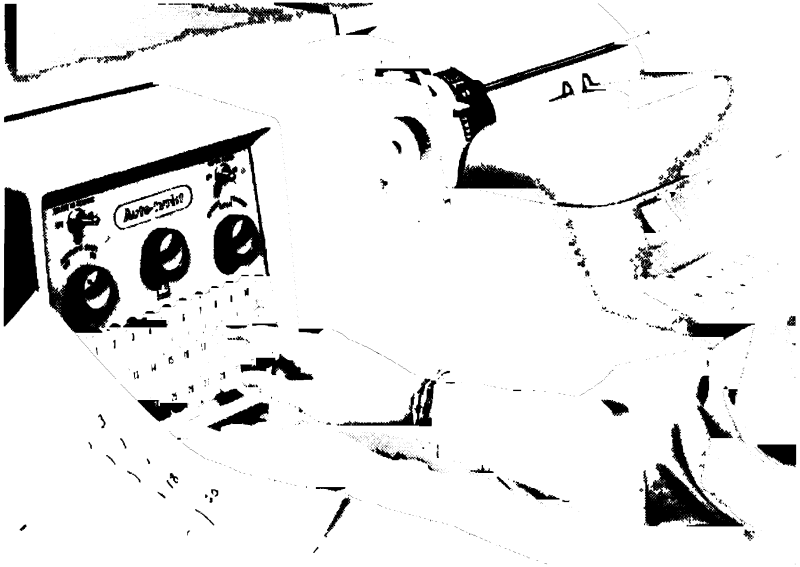
Any number of bulletins can be economically reproduced by this process at speeds up to 9,000 impressions an hour. Paper masters may economically be used for the production of a few hundred copies; metal plates are more economical when thousands of copies are needed.

A. B. Dick Company, Addressograph-Multigraph Corporation, and Fairchild-Davidson manufacture office offset equipment.

Quantitative Decisions Needed: How shall an office executive choose the equipment required? There are a half dozen basic factors which must be considered and evaluated before a choice is made.

First, something must be known about the load factor, which involves not only the total amount of work to be done each day, but also the number and type of specific jobs to be done. Duplicating processes that are economically sound must provide for long-, medium-, or short-run reproduction or any combination of the three. (A short run is 20 copies or less; a medium run from 20 to 500 copies; and a long run above 500 copies). The method that is best suited to reproducing 5,000 copies of a form is not the most economical for obtaining 10 copies of engineering drawings, for example. Long-run work should be done by either stencil duplicating or by offset; short-run work can best be done by whiteprint duplicating, or photocopy equipment. When it comes to medium-run work, usually letters, price lists, or bulletins—hectograph, stencil duplicating, and offset all offer good possibilities for economical reproduction.

SALES PROMOTION TYPOGRAPHY

In the foregoing discussion of printing processes, the ability of each method to reproduce type clearly and legibly has been of uppermost consideration. In letterpress, printed impressions are made directly from type or, one step removed, from electrotypes molded directly from type. In offset and gravure and their various modifications, the type is first sharply proofed and then

Such equipment as this Auto-typist has tended to revolutionize the production of sales-promotion literature. Fingertip controls make work almost fully automatic, saving time, expense, and effort, and turning out high-quality results.

photographed for transfer to the printing plate. Regardless of the method by which it is to be reproduced, however, the type must first be set, either by hand or by machine. (There have lately come into existence other methods of simulating type, such as the various fonts available on typewriterlike machines such as the Vari-Typer or the paper alphabets which can be assembled. much like type in a compositor's stick, and pasted together for photographing, but they will not be considered as type.) Foundry types are hand-set, one character at a time. Machine typesetting methods are the Monotype, which casts individual characters instead of slugs and mechanically sets them in single lines; the Linotype and Intertype, which cast a single line of characters in

one slug or solid bar of type metal; and the Ludlow, which takes matrices, set by hand, and casts them in slug form.

From a production man's standpoint, much more important than the manner in which type is set is a knowledge of which type faces to specify for a given sales promotion piece. And in the specification of type faces, an understanding of the distinction between text type and display type is fundamental. Text types are those used for the body of the message—the large blocks of copy that make up the bulk of the reading matter. Display types are used for headlines, subheads, and captions, and frequently for charts and boxes; they give the emphasis and the eye appeal to the typography. Text types are almost always machine-set. Display types are usually hand-set in the larger sizes, although the composing machines are capable of setting certain faces in sizes up to as large as 96 point.

Some type faces are suitable only for display. Others have been designed primarily for text. A few may be used for both.

Factors Influencing Type Selection: Whether a given type is a text face or a display face is determined by its relative weight or boldness, its conformity to conventional letter forms, and its proportions—i.e., its width in relation to its height. Types which are unusually condensed or unusually expanded, which are relatively bold or relatively light, are seldom good text faces. On the other hand, the very neutrality of the good text faces makes them unsuitable for sales promotion display.

In its most simplified form, type face classification consists of only two divisions: Old Style and Modern. The Old Style letter forms are curved and rounded, with wedge-shaped serifs which look as though they were drawn with a broad pen. The Modern letter forms, in general, are straight and geometric, and come as flat serif, square serif, or sans serif types (the last-named having no serifs).

The Old Style faces like Bookman, Caslon, Century, and Garamond make the most legible text types. Bodoni, which may be said to mark the dividing line between Old Style and Modern faces, is also a good text type and equally good as a display type. Among the faces which are seldom recommended for text are the sans serif types like Stymie, Beton, and Memphis; the script and cursive types like Kaufmann, Trafton Script, Bernhard Cursive, and Typo, Bank, or Commercial Script; or the novelty types like Signal, Onyx, Corvinus, Shadow, and newer faces.

These and a great many other types in current use are described and analyzed in the type charts beginning on page 337. The types

selected for this analysis are the preferred versions in foundry or Monotype-cast type, because they are the faces which the average printer stocks for use in his composing room. Most of them are also available in slightly modified versions or in copies under other names as manufactured by other type foundries or manufacturers of typesetting machines. If printers or typographers have Linotype, Intertype, Ludlow, or other typesetting machines, the names listed here can be used as a guide in choosing similar or identical faces to be cast on their particular machines.

In the charts, the sizes in which each face is manufactured are given beside the initial representing the individual manufacturer of that type. The key to these initials is: (A) American Type Founders, Inc.; (B) Bauer Type Foundry, Inc.; (C) Continental Typefounders Assn.; (E) European Typefounders; and (M) Monotype. The 54 faces listed here are by no means the only ones that might prove suitable. In fact, on a particular job any one of twenty or more different faces might prove almost equally suitable. But the descriptions of these faces and their uses will assist in sifting out the twenty or so acceptable faces from the thousand possible faces, or deciding which particular *style* of face to specify in order to get the effect that is sought.

Most valuable is the assistance it will give in deciding upon various *type combinations*. Practically every piece of printing involves some combination of text and display types. The problem is to select types that will harmonize.

Many type faces, moreover, are most effective when used sparingly. A few words of a script or cursive type or of a novelty type usually prove sufficient, so the specifications also depend on how much display material there is to set. If there is a great deal of it, the more or less conventional display faces like Futura or Stymie are decided upon. But if the amount is small and that little is expected to stand out decoratively and emphatically, something like Legend or Huxley or Cartoon or Onyx may be preferred.

Classification of Type Faces: The bolder, blacker, and more geometrical faces are generally considered as most suitable for sales promotion literature directed to men and for featuring products like machinery, men's wear, and business and industrial products. The lighter, more graceful, and more decorative faces are regarded as most appropriate for women's fashions, household supplies, toiletries and cosmetics, and other things that women buy. The dangers of combining a so-called masculine text face with a so-called feminine display face, consequently, are obvious. A Script headline, for example, isn't used with Futura Bold.

Examples of Type Faces for Sales Promotion Literature

Futura Light (*B*) *6-84 point*—Not very legible for text. Fine for elite display in the larger sizes. Suitable for any subject. Still modern and a sparkling letter for advertising typography. (with oblique)

Futura Bold (*B*) *8-84 point*—Fine for display as companion to Futura Light, especially in larger sizes. Suitable for short captions, subheadings, etc. Never use for text. (with oblique)

Futura Display (*B*) *14-84 point*—A companion heavy display letter to all sans-serif types. Never use for text, but only for short, powerful display lines. Especially effective for mechanical subjects.

FUTURA INLINE* (*B*) *18-72 point*—A special purpose decorative letter, companion to all sans-serif types. Use for initials and short display line where legibility is not too important.

ORPLID* (*C*) *18-60 point*—The outline-shaded decorative companion letter to the entire sans-serif family. Use *only* for decorative display. A very unreadable letter.

Kaufmann Bold (1) *18-96 point*—A very suitable elite script letter for combination with the sans-serif family. Most practical for medium weight display purposes in the smaller sizes.

Signal Black (*C*) *24-96 point*—A heavy, powerful, but slow moving and entirely masculine display script. Combines fairly well with sans-serif types because of its monotone characteristic.

Franklin Gothic (*A*) *4-96 point*—A fine display letter of better than medium weight for combination with sans-serif faces or other Gothics. Needed for duplicating old jobs. (with italic)

Franklin Gothic Condensed (*A*) *6-72 point*—A ranking display letter, very well designed. Fine for newspaper ads, catalog use, and for general advertising display purposes. Companion to Franklin Gothic.

Examples of Type Faces for Sales Promotion Literature

Gothic No. 545 (*A*) *6-72 point*— Not a very well designed type face, but absolutely essential for possible duplication of old forms. Use this face only against your better judgment.

Alternate Gothic No. 1 (*A*) *6-72 point*—A well-designed and very handy display Gothic. Lends itself very well to the vertical ad of mechanical or masculine nature. Use in short display lines only.

News Gothic (*A*) *6-72 point*—A well-designed Gothic quite suitable for sparing display in modern ads. Try it in the larger sizes in combination with sans-serif text matter.

TITLE GOTHIC (*A*) *10-72 point*—A fine display letter with an ultramodern feeling, but with several very spotty letters in its make-up. Use only with very careful letterspacing.

LIGHT COPPERPLATE GOTHIC (*A*) *6-24 point*—One of the oldest types and suitable mainly for duplicating purposes. Still a fine sharp face for all-around caption purposes with no particular feeling.

HEAVY COPPERPLATE GOTHIC (*A*) *6-24 point*—A bolder version of Copperplate Gothic Light. Fine for resetting old jobs. One of the very old special purpose faces. Use only for captions.

CARTOON LIGHT (*B*) *6-36 point*—Really a special-purpose letter for cartoon balloons, but easily adapted to modern display purposes in combination with any sans-serif text face.

CARTOON BOLD (*B*) *6-48 point*—Intended for emphasis in cartoon balloons with Cartoon Light. Equally adaptable to powerful modern display, especially of a humorous nature.

Stymie Medium (*A*) *6-144 point*—The basic square serif letter. Legible, readable, and printable in any size. Fine for text matter in its smaller sizes and for light display in its larger sizes. (with italic)

Examples of Type Faces for Sales Promotion Literature

Bodoni Bold (*A*) *6-144 point*—Companion bold-face to the Bodoni Book. Fine for small captions. An excellent display face in any size above 12 point. Use for heads and subheads. (with italic)

Ultra Bodoni (*A*) *6-120 point*—The heaviest Bodoni face. Fine for ultramodern captions. A versatile and readable display face in any size, but not too readable or printable. (with italic)

Onyx (*A*) *30-96 point*—The finest condensed version of Ultra Bodoni. Entirely a display face but with a variety of uses. Use in caps and lower case wherever possible.

Bodoni Bold Shaded (*A*) *10-48 point*—A fine decorative companion letter to the Bodoni series. Intended entirely for display purposes. Useful for initials. Most effective in all caps.

Corvinus Medium (*B*) *8-60 point*—Another flat serif letter combining well as display with Bodoni as text matter. Never use for text matter itself. Slightly condensed. (with oblique)

Corvinus Skyline (*B*) *10-84 point*—The super-condensed version of the Corvinus face. Particularly adapted to display in tall, vertical ads. Combines best with Bodoni Text.

Caslon Oldstyle No. 471 (*A*) *6-72 point*—Our closest simulation of the original Caslon face. Without doubt the most versatile of the current type faces. Suitable for nearly any subject in text or display. (with italic)

Caslon Bold Condensed (*A*) *6-120 point*—A suitable condensed face for modern display purposes in combination with any of the Caslon faces. Very readable, especially in its lower case.

Caslon Openface (*A*) *8-48 point*—A companion, decorative Caslon letter. Suitable for decorative display in combination with any of the Caslon faces. Most effective in caps only.

Examples of Type Faces for Sales Promotion Literature

Stymie Black Italic (*A*) *12-72 point*—Companion italic to the Stymie Black. Another very powerful and important modern display letter. Swift moving and suitable for a diversity of subjects.

BETON OPEN* (*B*) *20-84 point*—A fine decorative display letter suitable for combination with any of the square serif faces. Use only for a word or two in display, never for text purposes.

STENCIL * (*A*) *18-60 point*—A freak, novel, special-purpose display letter. Still quite modern and adaptable to a variety of display purposes. Never use more than a word or two.

Cheltenham Oldstyle (*A*) *6-72 point*—A much antedated but still possibly useful letter. Well designed and suited to a variety of purposes. Needed for the resetting of old jobs for reruns. (with italic)

Typewriter (*M*) *8-12 point*—A light-face typewriter type duplication. Identical to typing through a carbon and without a ribbon. Use it for reproduction purposes or where light-face is needed.

Barnum (*A*) *6-36 point*—A type face reminiscent of the gay '90's. Use it for effect only, in combination with sans-serif or square-serif text. A word or two is O.K. with sharp serif.

Bookman (*M*) *6-36 point*—A versatile and very legible and printable face for text purposes. Suited particularly to children's books in 14- and 18-point sizes. Suitable for display. (with italic)

Century Expanded No. 20A (*A*) *4-72 point*—One of the most legible and readable type faces extant. Use it for any subject. Particularly useful as regards printability on a poor grade of paper. (with italic)

Bodoni Book (*A*) *6-48 point*—One of the most legible and characterful of book and advertising text faces. Can be either masculine or feminine, mechanical or frilly. Printable and durable. (with italic)

Examples of Type Faces for Sales Promotion Literature

Typo Script (A) *12-60 point*—A beautiful light-face script of the old pattern for combination with any old-style type face. Fast moving. Elite and classical in effect. Very delicate.

Bank Script (A) *14-48 point*—Really a bold version of Typo Script with slightly more slant. The fastest moving of the script faces. Use for engraved effects. Combines with old-style characters.

Goudy Oldstyle (A) *6-72 point*—A classic face for classic purposes. Legible and readable. Useful for elite advertising purposes. Combines well as display with old-style faces. (with italic)

Trafton Script (B) *14-84 point*—Probably the most beautiful script face ever produced. Can be used in combination with any sharp serif, old-style face. Definitely elite in effect. Really a cursive.

Garamond (A) *6-72 point*—A classic text face suitable for a wide variety of purposes. Mainly feminine in character. Legible and readable. Larger sizes effective for light display. (with italic)

Garamond Bold (A) *6-120 point*—A versatile display face in all its larger sizes. Combines well with the Garamond Light, of course. Also useful for bold captions, headings, and subheadings. (with italic)

Deepdene (M) *6-60 point*—A classic Roman letter harmonizing well with all old-style characters. A neat letter for modern advertising text matter. Combines well with Garamond.

Deepdene Italic (M) *6-60 point*—A sparkling staccato letter, companion italic to Deepdene. Here is one of the finest italics in current use. Particularly adapted to modern advertising display.

Weiss Roman (B) *8-60 point*—Here is a modern letter with a far older feeling. Combines the good characteristics of many fine Romans. A fine character for book work.

Examples of Type Faces for Sales Promotion Literature

Weiss Italic (*B*) *8-36 point*—Companion italic to Weiss Roman. This italic approaches a cursive letter in its feeling. Use it mainly for decorative or caption. Not too readable.

Legend* (*B*) *18-72 point*—A fine occasional display letter with an Italian minuscule feeling. Harks to the Renaissance. Also slightly Oriental in feeling Simulates manuscript writing.

Bernhard Cursive (*B*) *12-84 point*—A fine light-face cursive letter with a fancy feeling. Very delicate, but useful for most feminine subjects. A face for jewelry stores, announcements, cards, etc.

FORUM (*M*) *10-48 point*—Preserves the best in classic Roman capital design. Use this letter for bank announcements, classic programs, etc. Comes in caps only.

Engravers Old English* (*A*) *6-72 point* - Obviously one of the best of the Old English or Gothic letter designs. Mainly ecclesiastical in feeling. Has an engraved touch. Use for Christmas, etc.

American Text* (*A*) *18-72 point*—A staccato version of Old English. Here is a modern Gothic face that can be readily adapted to the best of advertising typography. Use it sparingly.

Baskerville (*M*) *8-36 point*—A classical text type which, in the larger sizes, is sometimes used for display when an impression of dignified elegance is sought. It is not used often but is indispensable when needed. (with italic)

Scotch Roman (*M*) *6-36 point*—One of the first of the so-called modern faces of the Bodoni tradition, Scotch Roman is an exceedingly readable body type which accounts for its wide use in magazines, house organs, and booklets. (with italic)

Lydian (*A*) *10-96 point*—A comparatively new face unlike any other in current popular usage. With the Bold and the Cursive, the Lydian family has accounted for one of the few outstanding typographic innovations of recent years.

The masculine-style types call for hard, smooth papers; soft colors; and plain, geometric lay-outs. The feminine-style types require softer antique finishes, daintier pastel colors, and a more informal and elegant style of lay-out.

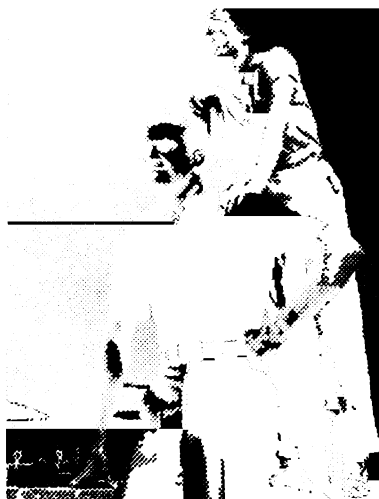
The type faces which are demonstrated and described here represent about 5 per cent of the total number available, because actually there are more than 1,000 individual types from which to choose; but it is conservative to estimate that these 54 represent more than 75 per cent of the pieces of sales promotion literature currently in use. In fact, of these 54, probably more than half the printing makes use of 25. But when the others are used, they are used for a definite purpose, which is why it is so important for a production man to be thoroughly familiar with them. They are intended not only to express meaning, but to express shades of meaning.

PHOTOENGRAVINGS

Addressing a group of advertising and promotion production men, George J. Weissman, general manager of the advertising firm of Lawrence Boles Hicks, Inc., emphasized the importance of the following time allowances: "(1) Typesetting—an absolute minimum of 24 hours for original typesetting. Whenever possible, give your typographer 2 full working days. (2) Black-and-white engravings—3 working days for engraving, plus 3 days for okays and corrections, reprints, etc. (3) Two-color engravings—10 working days. (4) Four-color engravings—30 working days."

Mr. Weissman was speaking principally of the production of space advertisements, which is done at notoriously high speed and which involves comparatively less typesetting than is usually involved in a piece of sales promotion literature. For a piece of printed matter, much more than two days is allotted for typesetting, and while engravings can be procured on the schedule cited, they are apt to be better engravings and everybody concerned will be better pleased if more time can be allowed. Engravings, nevertheless, have always been one of the chief bottlenecks of the production job, not so much because of the engravers themselves as because of the impossible demands placed upon them. And any study of the photoengraving problem not only must cover the element of time, but usually begins with it.

Halftones and Line Etchings: Elementary in the engraving process is the distinction between line and halftone. To make

HALFTONE SCREENS FOR VARIOUS GRADES OF PAPER

60-Line
(Coarse Newsprint and Text Papers)

80-Line
(Fine Newsprint and Bond Papers)

100-Line
(English Finish and Machine Finish)

110-Line
(S & SC and English Finish)

HALFTONE SCREENS FOR VARIOUS GRADES OF PAPER

120-Line
(No. 3 and No. 4 Enamel, S & SC)

133-Line
(No. 2 and No. 3 Enamel)

150-Line
(No. 1 and No. 2 Enamel)

175-Line
(Special Glazed Finishes)

a subject in plain black and white, without any intermediate gradations of gray, a line engraving (or a zinc etching) is specified. To reproduce a photograph or a wash drawing, a halftone is specified. A zinc etching prints from the solid metal—etched out, of course, to conform to the outlines of the subject. This solid metal may be thin fine lines or heavy black solids, or combinations of the two; but, whatever the subject, it will show up in the printed proof only in straight black and white. There will be no tones in between—unless Ben Day screens are applied, as illustrated on page 351.

Halftones, on the other hand, print from a series of minute dots which are etched into the face of the metal, usually copper although there are zinc halftones, too. The number of these dots to the inch determines the "screen" of that particular halftone. If, for instance, there are 100 dots in each horizontal row per inch and 100 dots in each vertical row per inch, the halftone is designated as being 100-line screen. It isn't the screen or the number of dots that determines the relative lightness or darkness of the halftone, however; it is the relative thickness of each individual dot. For instance, 4 standard 120-line screen halftones may range in "color" all the way from very light gray to almost black. If you want a light gray, you specify 25 per cent color; if you want a medium gray, you specify 50 per cent color: for a dark gray you specify 75 per cent color; and for a shade just slightly less than black you specify 90 or 95 per cent color. There are the same number of dots, of course, in each 120-line screen halftone, but a halftone of 75 per cent color will have dots about three times as thick as a 25 per cent color halftone will have.

On pages 344 and 345 are charted the various halftone screens in general use, from the 60-line screen used for printing on coarse newsprint and text papers to the 150- and 175-line screens used for printing on the finest coated enamels and special glazed papers. In between there is a standard halftone screen for whatever grade of paper the job is going to be printed on. Whether to specify a line etching or a halftone depends on the subject matter.

Electrotypes: Electrotypes are made by immersing a type form or engraving in a bath between two electrodes so that a thin copper shell forms over the type matter. This exactly follows the original. The shell is then backed up with lead, mounted on wood or prepared for use with patent base. and becomes a duplicate printing plate. Recently a process of making plastic "electro-

types" has been developed which cuts the cost about one-third Electrotypes are used to cut down the number of impressions on a job by printing two, four, or eight up. They are also used to furnish publishers with complete advertisements. In book publishing, shells are sometimes made of each page as a precaution against the type smashing. They save resetting should reprints be required. Electrotypes, either plastic or copper, for ads are sometimes furnished to dealers instead of stereotype mats. They give better printing results.

Hints on Ordering Photoengravings: The sales promotion and advertising manager of a prominent Chicago firm recently set down for the benefit of the members of his department the following instructions for marking photoengraving copy:

1. *Mark Instructions Clearly.* Somewhere on each piece of copy that goes to the photoengraver you must include the following information: The exact size, the kind of photoengraving desired (zinc, square halftone, outline halftone, circular halftone, etc.), and the proper halftone screen.
2. *Scale Up Copy Accurately.* Usually you'll indicate the size in width, expressed either in inches or in picas, and frequently you'll find it necessary to figure the depth as well so that the engraving will fit properly into the lay-out. There are several ways of determining what the depth will be in proportion to the width: (a) Geometrically, by drawing a diagonal across the back of the original copy and then projecting the amount of the reduction or enlargement, as the case may be; (b) arithmetically, by using the simple formula—Copy Width : Copy Depth: : Specified Width : X—with "X" representing, of course, the proportionate depth; (c) by means of a slide rule or other special mechanical device.
3. *How to Use Crop Marks.* Most photographs you use contain unnecessary backgrounds, foregrounds, and other irrelevant material which you'll want to eliminate in the engraving. To do so, you'll indicate to the engraver only the areas to be included. When possible, place your crop marks with a grease pencil on the white border around the photo.
4. *Avoid Marking on Face of Photo.* If the photograph has no white border, don't mark on the print itself. Either put your marks on the back—holding the photograph against the window or up to a strong light for the purpose—or mount it on a piece of board and put your crop marks on that. If you mark on the back, be careful not to use a hard pencil or to bear down too heavily, or the impression will show through and mar the photograph.
5. *Protect the Original Copy.* Every once in a while you'll get a photograph that has to be returned in perfect condition, so you'll want to take every safeguard to protect it. Since no crop marks must show, you may cut out a paper mask to indicate the area to be reproduced. In such cases, be sure that your corners are exactly square and the mask is accurately held in place over exactly the proper area of the photograph. Another device is to place a tissue flap over the entire photograph and indicate your dimensions on that.

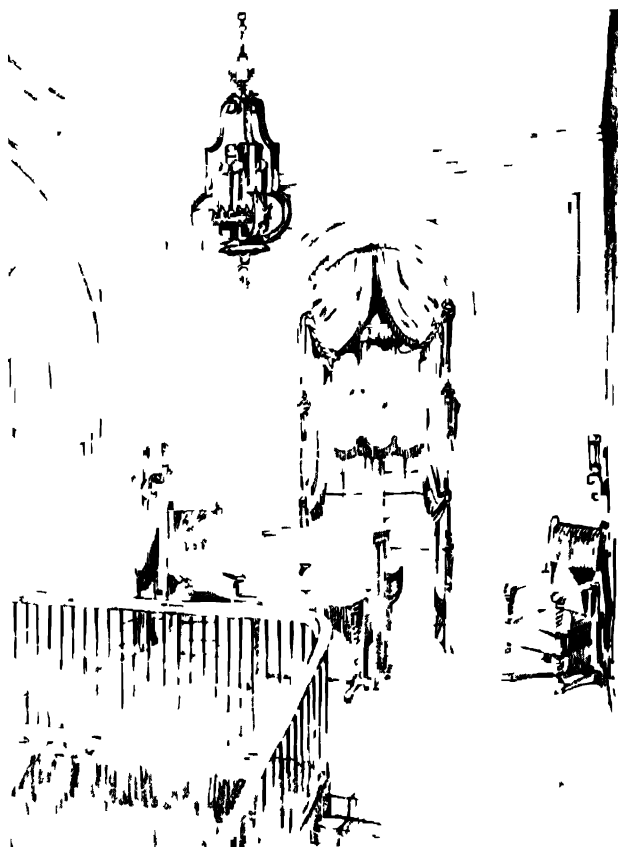
The reproduction of photographs is largely a matter of determining the proper size, screen, and finish of halftones. There just isn't any other satisfactory way of reproducing photographs by the letterpress printing process. There is no such simple, automatic rule to follow, however, when it comes to the reproduction of all the other various styles of illustrative and decorative material which come within the realm of printing production. Some of them require halftones, some line etchings, and some combinations of the two. The kinds of photoengravings to order when confronted with different art techniques, for purposes of ready reference can be charted about as follows:

Art Technique	*Kind of Photoengraving*
Pen-and-Ink Drawing	Line Etching (zinc)
Pencil Drawing	Highlight Halftone
Scratch-Board Drawing	Line Etching (zinc)
Woodcut	Woodcut (or zinc)
Dry-Brush Drawing	Line Etching (zinc)
Oil Painting	Halftone (usually vignette finish)
Wash Drawing	Halftone (usually outline; sometimes highlight)
Charcoal Drawing	Highlight Halftone
Hand-Lettering	Line Etching (zinc)
Combination Crayon and Pen-and-Ink Drawing	Line Etching (zinc)
Type and Photograph	Combination Halftone and Line Negative (double printed)

When there are a number of illustrations to be made for a piece of sales promotion literature it is usually a good idea to call in a representative of a reliable engraver and secure his help in deciding how the engravings should be made, and the best process to use. A photoengraver is often able to save an advertiser considerable money by avoiding the many extras which are involved in reproducing some illustrations; as, for example, making a large halftone in sections rather than in one piece, pasting up small illustrations so that they may be made in one reduction, etc.

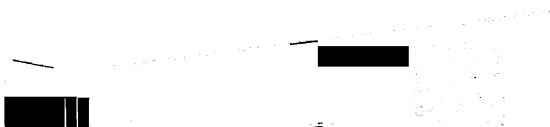
The use of three- and four-color reproductions of oil and water-color paintings in sales promotional work has been sharply reduced as a result of the increased cost of both making plates and printing them. "Process" plates are principally used in magazine advertising. Some of the larger magazines have installed special high-speed presses for four-color printing. Since a number of advertisements in the same form can be printed at the same time, the cost is not prohibitive. Savings are also made by furnishing each publisher with a duplicate set of plates (electrotypes).

PRINCIPAL ART TECHNIQUES AND METHODS OF REPRODUCING THEM

1. Pen-and-Ink Drawing in woodcut style, reproduced by line etching (zinc). This type of illustration is suitable for reproduction by practically any printing process on practically any grade or finish of paper.

2 PENCIL DRAWING reproduced here in letterpress printing by means of a highlight halftone, Bassani process When printed by offset on an antique-finish paper, pencil reproductions give almost the exact appearance of originals

3. DRY-BRUSH DRAWING, reproduced by line etching with Ben Day (zinc), a useful means of combining line, solid, and texture without use of a halftone.

4. GENUINE WOODCUT, in which the image is made by cutting into the surface of close-grained boxwood, reproduced either direct from the wood or by means of a zinc or electrotype

5. SCRATCH-BOARD DRAWING, in which white areas are created by scratching away black face of board in simulation of woodcut technique, reproduced by line etching (zinc).

6. (Above) HIGHLIGHT-HALFTONE reproduction of a black-and-white wash drawing. A fine way to put an idea across quickly and tastefully. Commonly used in magazine illustration and for contrasty effect in newspapers.

7. (Left) OIL PAINTING, reproduced by 120-line screen halftone. Either black-and-white or color paintings are reproduced in this manner.

8. CHARCOAL DRAWING, reproduced by highlight halftone (120-line screen). This technique is ideal for obtaining fine gradations of tone in different areas.

9. WASH DRAWING, reproduced by highlight halftone (120-line screen), a technique commonly used in magazine illustration and for contrasty effect in newspapers and many types of direct-mail pieces.

However, such electrotypes must be made by electrotypers skilled in this type of work, or considerable detail will be lost.

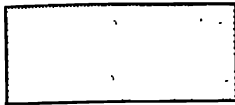
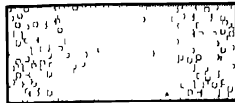
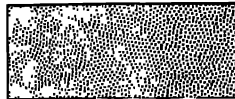
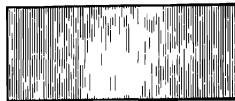
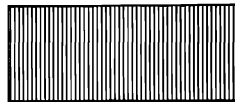
Further savings can be made by rotating printing plates among several publications comprising the media to be used in a promotional undertaking. Thus, a set of printing plates for Advertisement A will be sent to the first publication on the list for insertion in the January issue, and to the second publication on the list for insertion in its February issue, etc.

The Ben Day Process: Supplants the old lithographic method of stippling and ruling by hand, thus to develop tone values in a metal printing plate. Ben Day screens are films of hard gelatin or celluloid with patterns cut into their printing side. These patterns vary from fine screens similar to those in a half-

TWO WAYS OF DEPICTING THE SAME SUBJECT

Zinc etching of pen-and-ink drawing for sales bulletin, without Ben Day.

Zinc etching of same drawing with Ben Day added to give shaded effect.

Ben Day Screens

Ben Day screens are applied to line etchings for the primary purpose of relieving the monotone effect of plain black and white tones. Advertisers employ them—

- To make backgrounds
- To achieve original effects in border designs
- To strengthen parts of an illustration by subduing other parts
- To soften the unpleasant effect of large lettering and solid backgrounds
- To give individuality to layouts
- To relieve blank spaces in illustrations
- To produce different gradations of color for printing with but one color of ink
- For any kind of line color work; that is, color plates made from a plain black and white line drawing
- For tint blocks to be used in conjunction with a halftone key plate

No. 509

No. 507

No. C64

No. C69

No. 443

No. 310

No. 4

No. 5

No. 7

No. 11

No. 3

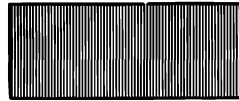
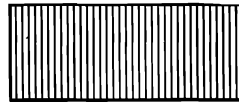
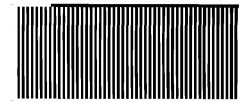
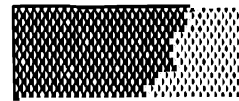
No. 9

No. 8

No. C62

No. C66

No. C63

No. 327

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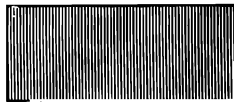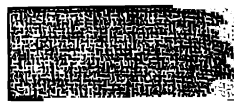
tone to coarse rules and elaborate designs. On the preceding page are shown the most commonly used Ben Day screens. In laying the flat shading of a Ben Day screen over the negative of a printing plate, the film is placed face up on a yielding surface and its relief side is covered with transfer ink by means of a roller. Then the negative to which the screen is to be applied is fastened to a Ben Day board, and the inked film, controlled by a hinge and set with micrometric accuracy, is brought into contact with the negative and the pattern is transferred by pressure.

Usually the shade patterns are limited to certain areas of the copy, and in order to protect the areas where no pattern is to show, they are painted out with a gum and only the areas to be shaded are left bare to come into contact with the inked film. The pattern is then applied to the entire area with a Ben Day machine and the gum is washed away, leaving the Ben Day pattern only on the parts of the plate desired. When the plate is etched the image is cut permanently into the metal.

The chief purpose of Ben Day screens is to lend shading to black-and-white copy and to provide tint plates for the printing of colors in various patterns and shades. The subjects illustrated show several of the simple and complicated effects which may be obtained. Unlike a halftone screen, in which gradations of tone are produced by etching the various dots to different thicknesses, the dots or lines in a Ben Day screen are uniform and necessarily result in uniformly flat tints.

SELECTION OF PAPERS FOR SALES PROMOTION

The selection of paper to be used in a sales promotion piece varies according to the characteristics desired, such as finish, gloss or brightness. In general, practically any paper can be printed by the letterpress process with varying degrees of sharpness and varying fineness of halftone screens. To be suitable for offset, however, papers are specially made with a hard-sized surface and for gravure they must have a smooth, level surface and good ink-absorption quality. Sales promotion production men, while they rely on their printers and paper merchants for assistance in choosing the best paper for the job, almost always have a good working knowledge of paper themselves. It is their responsibility to produce the best possible piece of printing for

Stock-Estimating Table

Explanation: **Determine the number of pieces that cut out of the size of stock selected, then find that number in the left-hand column. To know the number of sheets required for a given run, locate the run figure at top of column, and the number in that column opposite the number of pieces that will cut out of one sheet will give you the number of sheets required. No waste is figured.**

	500	1000	1500	2000	2500	3000	3500	4000	4500	5000
1	500	1000	1500	2000	2500	3000	3500	4000	4500	5000
2	250	500	750	1000	1250	1500	1750	2000	2250	2500
3	167	334	500	667	834	1000	1167	1334	1500	1667
4	125	250	375	500	625	750	875	1000	1125	1250
5	100	200	300	400	500	600	700	800	900	1000
6	84	167	250	334	417	500	584	667	750	834
7	72	143	215	286	358	429	500	572	643	715
8	63	125	188	250	313	375	438	500	563	625
9	56	112	167	223	278	334	389	445	500	556
10	50	100	150	200	250	300	350	400	450	500
11	46	91	137	182	228	273	319	364	410	455
12	42	84	126	168	209	250	292	334	375	417
13	39	77	116	154	193	231	270	308	347	385
14	36	72	108	144	179	215	250	286	322	358
15	34	67	100	134	167	200	234	267	300	334
16	32	63	94	125	157	188	219	250	282	313
17	30	59	89	118	148	177	206	236	265	295
18	28	56	84	112	139	167	195	223	250	279
19	27	53	79	106	132	158	185	211	237	264
20	25	50	75	100	125	150	175	200	225	250
21	24	48	72	96	120	143	167	191	215	239
22	23	46	69	91	114	137	160	182	205	228
23	22	44	66	87	109	131	153	174	196	218
24	21	42	63	84	105	125	146	167	188	209
25	20	40	60	80	100	120	140	160	180	200
26	20	39	58	77	97	116	135	154	174	193
27	19	38	56	75	93	112	130	149	167	186
28	18	36	54	72	90	108	125	143	161	179
29	18	36	54	72	87	103	121	138	156	173
30	17	34	51	67	84	100	117	134	150	167
31	17	33	49	65	81	97	113	130	146	162
32	16	32	47	63	79	94	110	125	141	157
33	16	31	46	61	76	91	107	122	137	152
34	15	30	45	59	74	89	103	118	133	148
35	15	29	43	58	72	86	100	115	129	143
36	14	28	42	56	70	84	98	112	125	139
37	14	28	41	55	68	82	95	109	122	136
38	14	27	40	53	66	79	93	106	119	132
39	13	26	39	52	65	77	90	103	116	131
40	13	25	38	50	63	75	88	100	113	125

the money, and within the limits of appropriateness, availability, and cost, paper is of prime importance in printing results.

How to Use the Paper Classification Charts: On pages 361-368 are a group of paper classification charts prepared specifically to give production people a quick-reference guide to the various printing papers at their command. The descriptions, suggestions, and recommendations the charts contain are of necessity general, in order to apply to the different conditions encountered in various localities. The charts cover the following points:

Major group classifications are the six divisions of book papers, cover papers, writing papers, newsprint papers, and thin papers and conversions (envelopes) which, together, probably constitute well over 95 per cent of the paper requirements of the average sales promotion printing program.

Kinds of paper represent the various subdivisions of the major groups, such as sulphite bond, rag-content bond, ledger, wedding paper, etc., in the case of writing papers.

Basic size is the size sheet established by trade custom for figuring the basis weight for each kind of paper. Often the basic size is also the one in which that paper is most frequently used and therefore most easily available from paper merchants.

Basis weight, sometimes referred to as "substance," is the weight in pounds of one ream of the basic size of that particular paper. All commercial papers are figured 500 sheets per ream except tissue and wrapping, which are figured 480 sheets per ream. Each kind of paper is stocked only in certain weights set up by the paper industry as standard. Regular weights of English Finish, for example, are 40, 45, 50, 60, 70, and 80 pounds per ream of 500 sheets; and the weights of coated papers are 70, 80, 100, 120, and 150 pounds. Intermediate weights must be made to order at the paper mill, usually at additional cost. The charts show the usual range of weights, but it is always a good plan to consult a a paper merchant for the weights available in the size required. If the quantity is large enough, most paper can be made to special order in almost any weight, sheet size or roll width at regular pound rates.

Presses most often used is a section of the chart cross-indexing the various papers according to their suitability for the different printing processes. It is not absolute, of course, because too much depends on the skill or limitations of individual printers to draw hard-and-fast conclusions, but it represents the average of print-

ing buying experience. In order not to place the printer at a disadvantage, it is always wise to consult him regarding the most suitable paper for the job, especially if there is a variance from these recommendations.

Recommended halftone screen again represents averages rather than absolutes. Since good halftone reproduction on letterpress equipment depends upon the quality and adaptability of the engravings, upon the condition of the press, the craftsmanship of the presswork, and the character of the ink as well as upon the paper, a range of two or three screens is given. In general, however, the smoother and more even the paper finish, the finer the screen it will effectively reproduce.

There are, of course, other stocks the production man is frequently called on to buy which are not listed in the paper classification charts, such as blotting stock, bristols, and other heavy papers used as card stock, fancy finish covers, and a few other specialties. Samples of these unusual papers are easily obtained from printers and paper merchants and they do not constitute the production man's everyday stock in trade. It is well, however, to keep a fairly complete file of cover paper samples so that when there is a booklet to be produced, the selection can be made in the office rather than working through the printer.

General description and common uses is the column heading under which are listed the characteristics of each paper that distinguish them from the others. At the risk of oversimplification, the descriptions and uses are kept brief although entire chapters might be written on each one. Literature is readily available to production men who are interested in studying the intricacies of paper manufacture and use more thoroughly.

Following the paper classification chart is a table on "How to Select the Right Page Size to Avoid Wasting Paper Stock." This particular chart relates to the standard sizes of bond and ledger papers and lists 39 different page sizes which can be printed in practical and economical units from the 3 sheet sizes of 17 by 22, 17 by 28, and 19 by 24. It illustrates graphically the wide variety of sizes available without going outside the range of standard sheets and suggests the advantages of considering sizes carefully in planning sales promotion literature.

Advantages of Size Standardization: A comparable example can be illustrated in the many satisfactory booklet sizes to be obtained from the four standard book paper sheets—25 by 38 (or 38 by 50), 28 by 44, 32 by 44, and 35 by 45. Here are the page

sizes, the printing multiples in pages, and the number of pages out of one sheet:

	Trimmed page size	*Printing multiples in pages*	*Number of pages out of sheet*
25 x 38 and	4½ x 6	2, 4, 8, 16, 24, 28	64 (25 x 38)
38 x 50			128 (38 x 50)
	6 x 9⅛	2, 4, 8, 16, 32	32 (25 x 38)
			64 (38 x 50)
	9¼ x 12⅛	2, 4, 8, 16	32 (38 x 50)
	4 x 9⅛	2, 4, 6, 8, 12, 16, 24, 48	96 (38 x 50)
28 x 44	3¼ x 6¼	2, 4, 6, 8, 12, 16, 24, 48	96
	10¾ x 13¾	2, 4, 8	16
32 x 44	5¼ x 7⅜	2, 4, 8, 16, 32	64
	7¾ x 10⅝	2, 4, 8, 16	32
35 x 45	4¼ x 5⅜	2, 4, 8, 16, 32, 64	128
	5½ x 8½	2, 4, 8, 16, 32	64
	8½ x 11	2, 4, 8, 16	32

It is a rare piece of sales promotion literature which does not come close enough to one or another of those book paper sizes to avoid the necessity of special paper, especially when time, convenience, and cost are taken into consideration. And printers' equipment is usually based on standard paper sizes.

Printing Promotion Pieces in Gangs: Standardizing the size of enclosures, folders, booklets, letterheads, and other printed matter has another decided advantage. It permits printing several small pieces in the same form, thus saving costly presswork. For example, a company decides to get out a series of eight small folders, each 4 pages in size, to fit into a No. 6¾ envelope. The company can print them all at once by making them the same size, using the same colors, and running the same number of each folder. Instead of printing them one up on a small press, they can be printed on a high-speed press taking a sheet large enough to print several of the folders at one time. Gang printing also makes possible a paper saving as well. It is especially good for forms 5½ by 8½ inches or 8½ by 11 inches in size.

Bleed Printing: This refers to printing into the margins of a type page. It is popular with some sales promotion men who like the idea of using what they regard as waste space. However, in most cases, bleeding a cut off the page requires the printer to add margin for the press grippers to grab the sheet. So actually the saving is more theoretical than real. Bleeding has an advantage, however, in the case of certain booklets and catalogs. It gives more display and punch to the page at little or no extra cost.

Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On					Recommended Halftone Screen for Letterpress Printing
			Letterpress					
			Job Press	Cylinder	Rotary	Offset	Rotary Gravure	
	Machine Finish Book	45 to 70	x	x	x	x		75 to 100 Line
	English Finish Book	40 to 80	x	x	x	x		85 to 110 Line
	Super-Calendered Book	45 to 80	x	x	x	x	x	100 to 120 Line
BOOK PAPERS BASIC SIZE 25 x 38	Offset Book	50 to 150		x		x		
	Text Paper	60 to 80	x	x		x		55 to 85 Line
	Coated (Enameled) Book	60 to 100	x	x		x		120 to 150 Line

GENERAL DESCRIPTION AND COMMON USES

Lowest grade of book or halftone paper having a medium finish which is obtained from the calender stack on the paper machine Often called by its abbreviation—M F Used on low-quality books, catalogs and circulars When hard-sized may be used for label printing and inexpensive jobs run on offset presses

This type of paper has a smoother, more even finish than M F, and is more heavily loaded with mineral fillers, though it is still finished on the paper machine Available in several grades to suit various requirements of finish, whiteness and folding strength The cheaper grades are widely used for package inserts publications and catalog work Better grades for schoolbooks pamphlets etc

Commonly referred to as S & S C, this sheet has a higher, glossier finish (obtained after leaving the paper machine by passing through a series of hot and cold rolls called the calender stack), has less bulk and is more transparent than E F of the same weight and quality Like E F, Super also comes in various grades for particular requirements Super is usually used in books catalogs and pamphlets that require a fairly smooth surface for halftone illustrations

An uncoated paper specially made for offset lithography particular efforts being taken to build into the sheet qualities that minimize distortion from stretching, shrinking, and curling The sheet must be clean free from fuzz and have a hard-sized surface Generally available in three grades and can be obtained in white and several pastel colors in regular, antique and a large variety of "fancy" finishes such as linen, crash stucco handmade etc Though it may be run letterpress or sheet fed gravure successfully if properly sized Offset paper is used almost exclusively on offset presses for practically all types of work from single color leaflets to multicolor books and broadsides

A high grade paper of good texture and appearance often made with some rag pulp Available in white and colors with rough finishes such as eggshell, antique felt wove and laid, sometimes watermarked and deckle-edged Widely used for books fine brochures, announcements mailing pieces etc

Coated or Enamel paper comes in a number of grades of "folding" and "printing" qualities Some grades are available in pastel colors Enameled book can be had in gloss or dull finish As indicated by its name, the paper is covered or "coated" with fine clay in combination with other materials The smoother and more even the surface the finer the screen halftone that can be reproduced upon it Halftone screens on dull-coated sheets should be 120-line or coarser. This is the most practical and most commonly used paper where good color process or black halftone reproduction is to be obtained. The "folding" grades are used for folders, pamphlet and catalog covers, etc where strength is an important factor "Printing" grades are used for brochures, color inserts, direct-mail pieces, and other jobs requiring maximum smoothness for fine halftone reproduction Coated paper specially sized and coated for offset lithography is available Coated-one-side is used for label work, box-wraps, and printing or lithographing of sheets later to be mounted on heavy board for window displays

Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On						Recommended Halftone Screen for Letterpress Printing
			Letterpress						
			Job Press	Cylinder	Rotary	Offset	Sheet-Fed Gravure	Rotary Gravure	
COVER PAPERS BASIC SIZE 20 x 26	Coated Cover	25 to 50 (Light) 50 to 65 (Medium) 65 to 130 (Heavy)	x	x		x			120 to 150 Line
	Rag-Content Cover		x	x		x	x		
	Handmade Cover		x	x		x	x		
	Metallic Cover		x	x		x			85 to 110 Line
WRITING PAPERS BASIC SIZE 17 x 22	Railroad Manila	14 to 20	x	x		x			65 to 85 Line
	Mimeo Paper	16 to 28	x						65 to 85 Line
	Sulphite Bond	13 to 28	x	x		x			85 to 110 Line
	Rag-Content Bond	13 to 28	x	x		x			
	Ledger	24 to 40	x			x			85 to 110 Line
	Wedding Paper	28 to 40	x						

GENERAL DESCRIPTION AND COMMON USES

In the heavier weights, the coated book papers also serve as excellent cover papers when a surface is sought to take a fine halftone screen or color process plates. The covers may be glossy coated, dull coated, duplex coated, or coated for offset.

Like rag-content bond, cover stocks are made of a furnish having 25 per cent to 100 per cent rag. Surface without special finish is known as antique surface, but many rag-content covers are specially embossed with so-called "fancy finishes."

Materials generally are rag, and each sheet is made individually with a deckle on all four sides. Handmade covers are limited largely to type and line cuts unless they are engraved or embossed, or printed by offset or sheet-fed gravure.

Metallic covers are fashioned by affixing a pigment composed of metal flakes such as aluminum or bronze powder to regular cover paper by means of either casein or lacquer. They have a smooth printing surface, but one that requires special inks and craftsmanship.

Usually a groundwood grade of writing paper, sized for pen-and-ink writing. Available in 2 or 3 colors—of which yellow is most popular. Used for school tablets, second sheets for typewriting, order blanks, and sales books.

A special type of soft sized, semiabsorbent writing paper available in several colors and grades ranging from sulphite to rag content with wove or laid finish. Used almost exclusively for letterheads and other forms which are to be processed on the Mimeograph machine.

Sulphite Bond papers are made of bleached chemical pulps, hard sized, and usually have a fairly smooth finish similar to E.F. Some bonds are available in linen, ripple, and other finishes, and often in 10 to 12 colors. They are made in four grades, of which the two higher grades may be watermarked. Used for office forms, letterheads, envelopes, and other commercial purposes.

Rag Bonds contain from 25 per cent to 100 per cent rag fibers, are hard sized, and some of the better grades are loft dried. All grades are usually watermarked. The outstanding characteristics are: Rich feel and appearance, "crackle," permanence, and strength. Originally made for government bonds and insurance policies, they are now also used in fine stationery and better grades of commercial letterheads and envelopes. Printing halftones on rag bond by letterpress is not recommended. Much of this paper is used in lithographing and steel engraving.

Like Bond papers, Ledger is available in rag, rag-content, and sulphite grades; usually white or buff. Though often used for ledger and other bookkeeping forms, its folding qualities and excellent writing, ruling, and typewriting surface make it suitable for maps, wills, certificates, bankbooks, and other items requiring unusual permanency and handling qualities.

A fine quality writing paper available in several finishes—kid, plate, and linen. Particularly suited to steel engraving and fine commercial and wedding announcements; often used for social correspondence.

Major Group Classification	Kind of Paper	Substance (basis weights) Usually Available	Type of Press This Paper Most Often Used On: Letterpress — Job Press	Letterpress — Cylinder	Letterpress — Rotary	Offset	Sheet-Fed Gravure	Rotary Gravure	Recommended Halftone Screen for Letterpress Printing
NEWS-PRINT BASIC SIZE 24 x 36	Standard Newsprint	32 to 35	x	x	x	x			55 to 65 Line
	Halftone News	32 to 55	x	x	x			x	65 to 100 Line
	Colored Poster	32 to 35	x	x	x				65 to 85 Line
	Catalog News	19 to 30			x			x	65 to 100 Line
	Novel News	32 to 35		x	x				55 Line
THIN PAPERS	Bible Paper Basic Size 25 x 38	20 to 40		x					100 to 110 Line
	Onionskin Basic Size 17 x 22	7 to 10	x						100 to 110 Line
	French Writing Basic Size 17 x 22	9 to 10	x	x					

GENERAL DESCRIPTION AND COMMON USES

This paper is made largely of mechanical wood pulp As the name implies, it is used principally for newspapers and other short-lived printed pieces It is available in white and pastel shades of pink, peach, green, and salmon

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Similar to Standard Newsprint but has a somewhat harder, smoother finish produced by the addition of mineral fillers and a higher machine finish Used where a finer halftone screen is required than can be effectively printed on Standard Newsprint.

Resembles Standard Newsprint, though somewhat stronger Usually used in a range of six colors (deeper than Standard Newsprint) for printing sales bills, throw-aways, circulars, and other pieces requiring inexpensive colored stock.

A lightweight, opaque paper with fair strength for its weight Made principally of groundwood pulp and is machine finished Used for seed and mail-order catalogs and directories of wide circulation where mailing weight and paper bulk are a major consideration.

This sheet is made with a rough finish to lend bulk to the finished book, approximately 25 per cent thicker than Standard Newsprint of the same weight Sometimes called "Bulking" News. Used in cheap novels or "pulp" magazines such as western or detective thriller stories

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A thin, opaque book paper of relatively good strength, sometimes called India or Oxford India paper Usually made with a percentage of rag pulp to withstand considerable handling Originally developed in England for use in Bibles. Used in books, dictionaries encyclopedias, Insurance rate books and other purposes where small bulk, strength and opacity are important. An excellent paper for use where the dual qualities of lightness and opacity are prime requisites in jobs printing on both sides of the sheet

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Onionskin is a thin, lightweight and somewhat transparent paper having typical Bond paper characteristics. Printing qualities in this sheet are not quite as essential as strength and smoothness. Available in several colors Principally used for manifold purposes where several copies are made at one time by interleaving carbon paper on such work as shop orders, schedules, copies of reports, etc. Also coming into wide use for air-mail correspondence and manuscript copies, to save postage

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A thin, evenly finished writing paper also known as French Folio It is somewhat transparent Available in white and several colors, hard sized for writing. Used for pulling printers' proofs and for make-ready on printing presses. Also suitable for price lists, carbon copies, lightweight circulars, and other material requiring the use of only one side of the sheet.

How to Select the Right Page Size to Avoid Wasting Paper Stock

Economical Page or Form Sizes (Inches)	Standard Bond and Ledger Sizes (Inches)	Number of Pages Which May Be Cut from Full Size Sheets	Number of Pages or Forms to Ream
2⅛ x 2¾	17 x 22	64	32M
2⅛ x 3½	17 x 28	64	32M
2⅛ x 5½	17 x 22	32	16M
2⅛ x 7	17 x 28	32	16M
2⅜ x 3	19 x 24	64	32M
2⅜ x 6	19 x 24	32	16M
2¾ x 4¼	17 x 22	32	16M
2¾ x 8½	17 x 22	16	8M
3 x 4¾	19 x 24	32	16M
3 x 9½	19 x 24	16	8M
3½ x 4¼	17 x 28	32	16M
3½ x 8½	17 x 28	16	8M
4 x 8½	17 x 28	14	7M
4 x 9½	19 x 24	12	6M
4¼ x 5½	17 x 22	16	8M
4¼ x 7	17 x 28	16	8M
4¼ x 11	17 x 22	8	4M
4¼ x 14	17 x 28	8	4M
4¾ x 4	19 x 24	24	12M
4¾ x 6	19 x 24	16	8M
4¾ x 8	19 x 24	12	6M
5½ x 8½	17 x 22	8	4M
5½ x 17	17 x 22	4	2M
6 x 9½	19 x 24	8	4M
6 x 19	19 x 24	4	2M
7 x 8½	17 x 28	8	4M
7 x 17	17 x 28	4	2M
8 x 9½	19 x 24	6	3M
8 x 19	19 x 24	3	1½M
8½ x 11	17 x 22	4	2M
8½ x 14	17 x 28	4	2M
8½ x 22	17 x 22	2	1M
8½ x 28	17 x 28	2	1M
9½ x 12	19 x 24	4	2M
11 x 17	17 x 22	2	1M
12 x 19	19 x 24	2	1M
14 x 17	17 x 28	2	1M
17 x 22	17 x 22	1	½M
17 x 28	17 x 28	1	½M

Comparative Weights of Paper Sheets

Figured to Nearest Half Pound of Standard Sizes

BOOK PAPERS, COATED AND UNCOATED

25 x 38 Basis	30	35	40	45	50	60	70	80	90*	100	120*
22 x32	22	26	29½	33½	37	44½	52	59½	66½	74	89
24 x36	27	32	36	41	45	55	64	73	82	91	109
25 x38	30	35	40	45	50	60	70	80	90	100	120
26 x29	24	28	32	36	40	48	56	63	71	79	95
26 x40	33	38	44	49	55	66	77	88	99	109	131
28 x42	37	43	50	56	62	74	87	99	111	124	149
28 x44	39	45	52	58	65	78	91	104	117	130	156
29 x52	48	56	64	72	80	96	112	126	142	158	190
30½x41	39	46	53	59	66	79	92	105	118	132	158
32 x44	44	52	59	67	74	89	104	119	133	148	178
33 x46	48	56	64	72	80	96	112	128	144	160	192
34 x44	47	55	63	71	79	94	110	126	142	157	189
35 x45	50	58	66	75	83	99	116	133	149	166	199
36 x48	54	64	72	82	90	110	128	146	164	182	218
38 x50	60	70	80	90	100	120	140	160	180	200	240
41 x61	78	92	106	118	132	158	184	210	236	264	316
42 x56	74	86	100	112	124	148	174	198	222	248	298
44 x56	78	90	104	116	130	156	182	208	234	260	312
44 x64	88	104	118	134	148	178	208	238	266	296	356

*Applies only to Coated Papers

BOND, LEDGER, AND FLAT WRITING PAPER

17 x 22 Basis	13	16	20	24	28	32	36	40	44
16 x21	11½	14½	18	21½	25	28½	32½	36	39½
17 x22	13	16	20	24	28	32	36	40	44
18 x23	14½	17½	22	26½	31	35½	40	44½	48½
19 x24	16	19½	24½	29½	34	39	44	49	53½
17 x28	16½	20½	25½	30½	35½	40½	46	51	56
19 x26	17	21	26½	31½	37	42½	47½	53	58
22½x22½	17½	21½	27	32½	38	43½	48½	54	59½
22½x24½	19	23½	29½	35½	41½	47	53	59	65
20 x28	19½	24	30	36	42	48	54	60	66
22 x25½	19½	24	30	36	42	48	54	60	66
24½x24½	21	25½	32	38½	45	51½	58	64	70½
22½x28½	22½	27½	34½	41	48	55	61½	68½	75½
21 x32	23	29	36	43	50	57	65	72	79
16 x42	23	29	36	43	50	57	65	72	79
24½x28½	24½	30	37½	45	52½	59½	67	74½	82
24½x29	24½	30½	38	45½	53	61	68½	76	83½
22 x34	26	32	40	48	56	64	72	80	88
23 x36	29	35	44	53	62	71	80	89	97
18 x46	29	35	44	53	62	71	80	89	97
24 x38	32	39	49	59	68	78	88	98	107
28 x34	33	41	51	61	71	81	92	102	112
25½x44	39	48	60	72	84	96	108	120	132
34 x44	52	64	80	96	112	128	144	160	176

COVER PAPER

20 x 26 Basis	25	35	40	50	65	80	90
20x26	25	35	40	50	65	80	90
23x33	36½	51	58½	73	95	117	131
26x40	50	70	80	100	130	160	180
33x46	73	102	117	146	190	234	262

BINDING AND FINISHING OPERATIONS

While the binding of a book, booklet, catalog, house organ, or brochure is the last production operation to be performed, the method of its binding is one of the first things to be decided upon because it affects the paper size selected and the way the forms are laid out for printing. For the pieces mentioned, bindery operations include *folding* the flat sheets, *gathering* the various forms, signatures, or single sheets in proper sequence, *binding* them together by stitching, sewing, or one of the mechanical binding devices, *trimming,* and *covering.* These steps are not always followed in exactly that order, because in certain cases a book may have to be covered before it is trimmed or even trimmed before it is bound, but each step must be accounted for in the bindery. In the case of simpler pieces like folders and broadsides, bindery operations include only folding, trimming, and packing.

There are three principal styles of booklet or pamphlet binding: Saddle-wire stitching, side-wire stitching, and sewing. Saddle-wire stitching is most widely used because it is the fastest, the least expensive, and the most inconspicuous. The piece is gathered so that all pages open down the center or backbone; it is opened out and placed under the stitcher heads and staples are inserted. Another advantage of saddle-stitching is that as many as six booklets can be bound simultaneously on big stitching machines, then cut apart and trimmed afterward. Disadvantages are the fact that books smaller than 3½ inches along the backbone can be stitched only with a single staple and that saddle-stitching is not practical for booklets more than ½ inch thick; when staples hold more than ¼-inch thickness of paper they tend to pull through the covers and, in addition, are difficult to trim.

Side-wire stitching is used when the bulk is too great for saddle-stitching. Here the book is assembled in individual signatures, then stitched flat and the cover finally glued on to the square backbone. Side-wire stitched books obviously cannot open as flat as saddle-stitched books since the staples must be inserted at least ⅛ inch from the binding edge.

The most common type of sewed book is thicker than either of the stitched types and has a glued cover. The various signatures are gathered and fed to a sewing machine which binds each signature to a cloth strip over which the cover is glued. The finished result is a neater-appearing book, a less conspicuous binding, and a flat-opening construction which makes it easier to handle and to read. It is also considerably more expensive.

Standard Sizes of Envelopes

PAY

No.	Size
No 2	2½x4¼
No 1½	2 9/16x4

COMMERCIAL

No.	Size
No 5	3 1/16x5½
No 6	3⅜x6
No 6¼	3½x6
No 6¾	3⅝x6½

OFFICIAL

No.	Size
No 7	3¾x 6¾
No 7½	3⅞x 7½
No 8½	3⅝x 8⅜
No 9	3⅞x 8⅞
No 10	4⅛x 9½
No 11	4½x10⅜
No 12	4¾x11
No 14	5 x11½

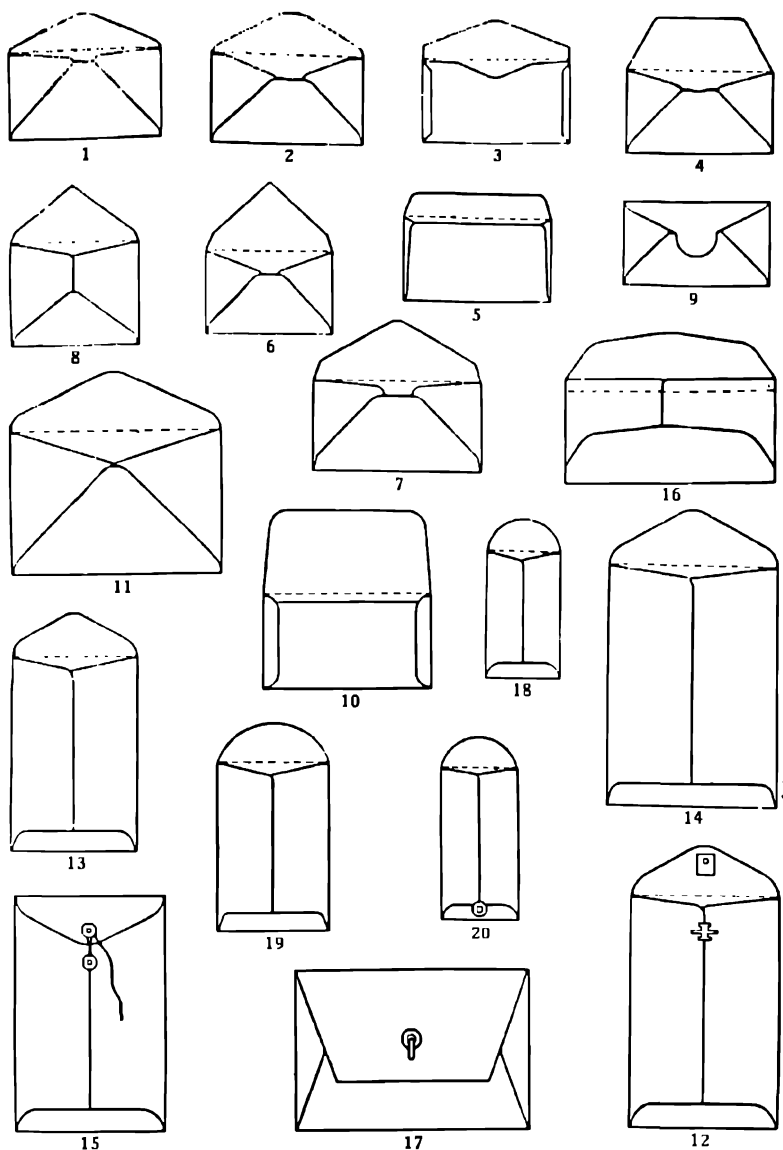
BARONIAL

No.	Size
No 4	3⅝x4 11/16
No 5	4⅛x5⅛
No 5½	4⅜x5⅝
No 6	5 x6

POLICY (Open and Official)

No.	Size
No 9	4 x 9
No 10	4⅛x 9½
No 11	4½x10⅜

CATALOG

No.	Size
No 0	2½x 4¼
No 3	3 x 4½
No 5	3⅛x 5½
No 9	4 x 9
No 9½	4⅛x 9½
No 10	3⅜x 6
No 11	4½x10⅜
No 12	4¾x10⅞
No 14	5 x11½
No 15	4 x 6⅜
No 20	3⅞x 7½
No 25	4⅝x 6¾
No 30	4⅞x 7¼
No 35	5 x 7½
No 40	5⅜x 7½
No 45	5¼x 8
No 50	5½x 8¼
No 55	6 x 9
No 60	6¼x 9½
No 63	6½x 9½
No 65	6½x10
No 68	7 x10
No 70	7 x10½
No 75	7½x10½
No 80	8 x11
No 83	8½x11½
No 90	9 x12
No 93	9½x12½
No 95	10 x12
No 97	10 x13
No 105	11½x14½

STYLES OF ENVELOPES USED IN DIRECT MAIL

1. High Cut Open Side
2. Low Cut Open Side
3. Side Seams Open Side
4. Square Flap Open Side
5. Reverse Face Wallet Flap
6. Open Side Pointed Flap
7. Two Fold Imperial
8. Baronial Open Side
9. Bankers' Safety Open Side
10. Wallet Open Side, Side Seams
11. Penny Saver
12. Columbian Clasp
13. Pamphlet
14. Open End Catalog
15. Open End String & Button
16. Safety Express
17. Single Metal Tongue Reversible
18. Coin
19. Cabinet
20. Tag Envelope

DIRECT MAIL GLOSSARY

A.A.: Printer's or proofreader's abbreviation for author's alteration/s.

A.A.A.A.: Abbreviation for the American Association of Advertising Agencies; also called "the 4 A's."

ADDRESSOGRAPH: A method of addressing mailings through the use of metal plates with embossed letters.

AIA: Acronym for Association of Industrial Advertisers.

AIDA: The most popular formula for the preparation of direct mail copy. The letters stand for Get Attention, Arouse Interest, Stimulate Desire, Ask for Action.

AIR: Artists' slang for the white space within a layout.

AIR BRUSH: An instrument operating by compressed air, for spraying ink or liquid colors onto photographs or other illustrations.

AIRMAIL ENVELOPES: While any envelope may be used for airmail if endorsed "Via Airmail," most regular users of this class of postal service adopt special envelopes for the purpose. Designs for printed airmail envelopes are of two types: "A," a border consisting of alternating red and blue oblique parallelograms which must be printed on white paper and thus produce a red, white, and blue design 5/32 of an inch wide around the edges of both the address side and the back of the envelope; and "B," two ¼-inch stripes, one of red and the other of blue, extending horizontally across the center of the envelope with a ¼-inch band of white between. Both envelopes should be imprinted "Via Airmail."

AMPERSAND: The technical name of the symbol (&) used for "and" in company names, etc. Also called "short and."

ANIMAL SIZE: Gelatin employed for sizing surface of rag-content grades of paper.

ANNOUNCEMENT: A printed piece giving notice of special events, change of address, appointments of personnel, etc.

ANNOUNCEMENT PAPER: Papers intended for announcement (advertising or social). Usually supplied with matching envelopes.

ANPA-AAAA: Abbreviation for American News Publishers' Association - American Association of Advertising Agencies; used to refer to standard colors of inks identified by a conventional code.

ANSA-LETTER: A patented mailing device used to facilitate replies to direct mail promotion letters.

ANTIQUE FINISH: Paper with slightly rough finish. Similar to eggshell finish.

ASCENDER: That part of the type which projects above the upper shoulder of the type.

ATCMU: Acronym for Associated Third-Class Mail Users.

AUTHOR'S ALTERATIONS: Changes marked in a proof by the author (or editor), as contrasted with corrections made by a proofreader.

AUTHOR'S PROOF: The proofs which are to be or have been sent to the author or editor.

AUTOPEN: A device which individually signs letters or other documents with a pen activated by a master disc created for any individual signature.

AUTO-TYPIST: Trade name of an electric typewriter used especially for facsimile letters.

BACKBONE: The back edge of a bound book.

BACKING UP: Printing one side of a sheet after the other side has been printed.

BACK LINING: A paper cemented to the backbone of sewed books to bind the signatures and to allow space between the backbone of the book and the backbone of the cover.

BAD BREAK: A difficulty occurring in printing makeup, as when a break line falls at the bottom or top of a page or when an illustration falls above or below a break line or in a space too small for it, etc. Also refers to words incorrectly divided.

BAD COPY: Manuscript or illustration copy that is indistinct, illegible, weak (as with poor photographs), or otherwise difficult to read or to reproduce.

BAD LETTER: A letter that does not print clearly or fully.

BALLOON: A circular, oblong, or other space indicated as emerging from the mouth of a speaker and conventionally used in comic strips to show speech.

BARONIAL ENVELOPES: An envelope for formal-appearing mailings; generally more nearly square than commercial types of covers.

BASE: Wood or metal upon which printing plates are mounted to hold securely at type height. Also called "block."

BASIC WEIGHT: Standard weights for basic size of a known classification. Weight generally applies to a ream this size.

BASTARD: Referring to size or form, one which is not standard and must be specially prepared and handled. Referring to a book title, a short title appearing alone on a separate page preceding the title page.

BEARERS: Strips of metal or wood placed around a form, or the "dead metal" left on an engraving, type high, to protect the material during electrotyping.

BENDAY: (From the name of the inventor.) Sheets of transparent shadings, screens, dots, lines, and other designs which can be pasted on an illustration, either to fill in or to form a background. The use of benday saves many hours of artists' time.

BIBLE PAPER: A strong, opaque, thin book paper, used to reduce the bulk of a book.

BILLHEAD: Printed form used for bills or statements.

BINDER BOARD: A paper board usually covered with cloth and used for the cover of books. Thickness generally ranges from 3/10 to 3/1,000 of an inch.

BINDING: The method in which a booklet, book, catalog, or brochure is fastened together. The method varies with the job and may consist of simple wire staples, a patented wire or plastic binding in more elaborate jobs, or a sewed binding in the base of permanent books.

BINGO CARD: A reply card inserted in a publication and used by readers to request literature and samples from companies whose products and services are either advertised or mentioned in the editorial columns.

BLACK-AND-WHITE LINE EDGE: An illustration framed with an outer black line inside of which is a white line of the same thickness.

BLEED: To trim into the matter of a page, usually in illustrations or rules.

BLOCK: The wood or metal base on which is mounted a printing plate. Also called "base."

BLOCKING OUT: Obscuring part of an illustration.

BLOTTING PAPER: Absorbent, unsized stock used for blotters. One side may be coated for printing.

BLOWUP: Any type matter or illustration which has been enlarged, usually several sizes, from the original. Also the process of enlarging.

BLURB: A short, concise summary used to introduce an article or story in the issue in which it appears or in a forthcoming issue. Also the type matter describing book and/or author on the dust jacket.

BMF: Acronym for Business Mail Foundation.

BODY STOCK: Foundation stock for any coated board or paper.

BODY TYPE: Type used for the main body of a job.

BOILER PLATE: Features and illustrations made up in advance of other material to be used as filler in newspapers, magazines, and similar publications.

BOLDFACE: Heavy-faced type, in contradistinction to light-faced type.

BOND PAPER: Originally, paper made entirely from rags and coated, for use in printing bonds and stock certificates.

BOOK JACKET: A paper cover placed over the board covers of a book, usually printed in a fashion to attract readers. Also called "Dust Jacket."

BOOKLET: Any small book, but especially one with a self-cover.

BOOKLET ENVELOPES: Special envelopes to fit any size of booklet; available in either regular or postage-saver style, usually with open sides or diagonal seams. In selection of envelopes for booklets it is wise to consider durability and folding qualities of booklet stock before ordering envelopes to match. Frequently paper used for booklet is not suitable for envelopes. In many cases contrasting or harmonizing color is preferable to matching color, particularly when matching color would involve unsuitable paper stock.

BREAK LINE: A line of type which is shorter than the full measure.

BRIGHTNESS: Term designating the color factor of paper.

BRISTOL BOARD: Heavy or extra-heavy index or announcement paper.

BROADSIDE: A single full sheet or half sheet of paper, printed on one side or two, folded for mailing or direct distribution, and opening into a single, large advertisement. Especially used for door-to-door distribution.

BROCHURE: Strictly a high-quality pamphlet, with especially planned layout, typography, and illustrations. The term is also used loosely for any promotional pamphlet or booklet.

BRONZING: Printing with a sizing ink and applying bronze powder while still wet to secure the effect of metallic inks.

BULK: A term which refers to sheet thickness.

BULLETIN: (1) News or announcements published periodically. (2) A statement of policy, an instruction, or a news item for posting on a bulletin board and/or for distribution.

BUNDLING: The tying up of signatures of a book.

BURNISHED: A plate on which some area has been rubbed with a burnishing tool to make it darker when printed.

BUSINESS FORMS: Special printed forms such as billheads, interoffice message forms, and other more or less standardized forms.

BUSINESS REPLY ENVELOPES: Concerns which have obtained permits from their postmasters are privileged to use business reply cards and business reply envelopes. The address side of such envelopes bears the following information: permit number; name of post office issuing the permit; the words, "Business Reply Envelope"; the inscription, "No postage stamp necessary if mailed in the United States"; the word, "Postage will be paid by addressee" (whose name may be inserted if desired) over the name and complete address of the person or concern to whom the envelopes are to be returned. A space of at least 1⅛ inches shall be left for postmarking at the top of the envelope on the left of the indicia in the upper right corner. Such indicia shall be prominently printed and not obstructed or surrounded by any other matter. All the foregoing shall be arranged in one of the standard forms provided by the post office. No extraneous matter may appear on the address side. Applications for permits should be addressed to the postmaster on Form No. 3614. No deposit is necessary.

BY-LINE: A line giving the name of the author of an article, book, etc.

CABOT LETTER: A patented type of reply letter used in direct mail advertising and promotion.

C. & S.C.: Abbreviation for capital letters and small capital letters.

CALENDARS: Printed cardboard backs to which calendar pads are to be attached; also the calendars themselves. (Note difference in spelling between "calendar" and "calender.")

CALENDER: (Verb) To press between rollers for the purpose of obtaining a smooth, glossy surface. (Noun) The machine used for calendering.

CALENDERED PAPER: Any paper which has been smoothed in manufacture; there are various degrees of calendering.

CAPTION: The title or description at top of an article or illustration. Ordinarily a caption does not take a period; other punctuation is usually as elsewhere. Improperly but often misused to mean "legend."

CAPTIVE PLANT: A printing and/or duplicating facility operated by a company whose major business is in an unrelated field.

CARBRO: A lamination of thin color separation positives mounted on a reflective white surface.

CAR CARDS: Sheets of cardboard intended for advertising in buses, subway cars, etc.

CASE: A wooden tray with a number of small compartments wherein type is laid.

CASE BOUND: A book with a stiff cover which is made separately, the sewed book being inserted.

CATALOG: A book or booklet showing merchandise, with descriptive details.

CATALOG ENVELOPES: The same considerations which govern the selection of booklet envelopes also apply to those for catalogs except that catalogs, being usually larger and heavier, generally call for a stronger and heavier paper stock. Most catalog envelopes are made in the open-end style with a center seam, giving strength and durability. They are available in all sizes, with gummed or ungummed flaps.

CATTIE: Printer's slang for an ink smudge on a printed page.

CENTER SPREAD: A double spread appearing in the exact center of a bound or stapled book or booklet.

CHASE: The metal frame in which type is locked for printing.

CHECK BINDING: A book side stitched with board sides, covered with marble paper, cloth back, cut flush.

CHUNKS: Various elements—illustrations, borders, initials, etc.—proofed up together without being organized into proper order.

CIRCLES OF CONVENIENCE: A method of charting areas from which the bulk of customers is drawn for a store or institution.

CIRCULARS: General term for printed advertising in any form, including printed matter sent out by direct mail.

CLASP ENVELOPES: An envelope with a metal fastener.

CLASS MAGAZINES: Magazines which through their editorial appeal are designed to reach distinct classes of people. In the case of some magazines the class is very comprehensive, such as women's magazines or farm papers. In the case of others, such as trade papers, sporting publications, etc., the group is more limited.

CLOSE PUNCTUATION: Type matter containing an excessive amount of punctuation.

CLOSE UP: Instruction to printer to bring type matter or illustrations closer together.

COATED PAPERS: Any paper to which a surface coating has been applied by the manufacturer or converter.

COLD CANVASS: To solicit business from a general group of suspects without qualifying them as prospects, as in house-to-house canvassing.

COLLOTYPE: A photographic printing process which utilizes a lithography process from a heavy glass plate.

COLOR BARS: A conventional method of showing color depth and color control for the printer's operation.

COLOR CHART: A paper, booklet, or book showing various colors of ink for selection in color printing. Also called "tint chart."

COLOR FLAP: A transparent or translucent sheet placed over illustration copy to show color separation or other layout details.

COLOR PROOFS: Proofs showing the finished reproduction of a color illustration.

COLUMN RULE: A vertical rule used to separate columns of type or other matter, as in bill forms and tabular work.

COMBINATION PLATE: A printing plate which includes both halftone and line illustrations.

COMPOSING ROOM: The department in which all activities from the first setting of type to the final preparation of forms for the press are carried on.

COMPOSITION: Material set in type, or the art of setting type.

CONDENSED TYPE: Typefaces that are narrow or slender.

CONTROLLED CIRCULATION: Publications of any kind which are sent regularly to a list of persons who do not pay any direct subscription price. The term applies especially to association magazines, to which the subscription price is included in the membership fee.

COPY: Matter (manuscript, typewritten, artwork, or photography) to be reproduced in printed form.

CORNER CARDS: Originally conceived to meet postal requirements of a return address, the term "corner card" has come to embrace all the various types of design employed by advertisers and others to register an advertising impression on the recipient before he even opens the envelope. Good typography, artistic designs, the use of color all contribute to effectiveness. Care should be taken to observe postal regulations concerning the amount of space which should be left for addressing and stamping, and to include all pertinent information.

COST PER INQUIRY: A simple arithmetical formula—total cost of mailing or advertisement divided by number of inquiries received; of limited usefulness, since it excludes overhead and other cost factors and cannot anticipate delayed or indirect effects.

COST PER ORDER: Similar to Cost Per Inquiry.

COUNTER CARD: Advertising cards intended for display on the counters of stores.

COUNTER AND PACKAGE ENVELOPES: These come in a wide variety of special sizes and styles, depending upon the nature of the product to be packaged. Some are designed for their display value in retail stores; some for customers' convenience in carrying merchandise away. In either case, such envelopes are styled for packaging rather than for mailing purposes.

COUPON: A portion of a promotion piece or advertisement intended to be filled out by inquirer and returned to advertiser.

COVER: Synonym for envelope; also refers to any type of outside wrapping for mailing.

CRASH FINISH: A finish which gives paper the appearance of linen.

CREDIT LINE: A line accompanying an article or illustration giving credit to the originator or copyright holder.

CRIMPING: Creasing the binding edge of ledger sheets so that book will open freely.

CRISSCROSS DIRECTORIES: Special publications issued by telephone companies in which names are listed by street address rather than alphabetically.

CROP: To cut off or trim the parts of an illustration which are not to be included in the finished printing. Cropping of photographs is usually done by lines made with a grease pencil or with a cut-out paper mask overlay.

CUT-IN: An illustration, note, or heading printed within the text matter of a page or form, as when small type or a small cut is placed in a space between words of a regular text.

CUTOUTS: Printed pieces cut into irregular shapes by steel dies.

CYAN: The color sensation produced by the simultaneous reception of blue and green light. Often called "process blue."

CYLINDER PRESS: A press in which the type form is flat but the printing is done against a revolving cylinder.

DEALER-IDENTIFIED: Advertising prepared by a manufacturer but mailed over the name of a retailer or other selling unit.

DECKLE EDGE: Paper with one or more feathery edges.

DEEP ETCHING: Etching a printing plate extra deeply to give more contrast to the lights and shadows.

DENSITY: Percentage value in terms of black; for example, 50 percent density refers to a 50 percent tint of solid black.

DESCENDER: That part of the type which extends below the shoulder of the type.

DIE CUT: A sheet, cover, or other printed piece which has been specially cut into other than standard forms or shapes.

DIRECT ADVERTISING: A broad term encompassing all the diversified forms of advertising directed to specific audiences selected by the advertiser.

DIRECT MAIL AGENCY: A business organization which specializes in the creation of direct mail material for advertisers.

DISPLAY FACE: Type composition in which various sizes and faces of type are used to attract attention, as in cover and title pages, catalogs, and various kinds of advertising.

DMAA: Acronym for the Direct Mail Advertising Association.

DODGER: A small sheet of advertising matter for enclosure with letters or for hand distribution. Also called "handbill."

DOUBLE LEADING: Matter with two leads, or strips of metal, inserted between the type lines.

DOUBLE-PAGE SPREAD: A display—usually an ad—which covers two facing pages. Also called "double spread." If in center of book, called "center spread."

DOUBLE PRINT: Superimposing a line negative on a halftone background.

DOWN STYLE: Style preference which uses a minimum of capital letters. Most newspapers prefer down style.

DROP FOLIO: A folio placed at the bottom of a page, usually centered.

DROPOUT: Creating white areas in the reproduction of a halftone by eliminating part or all of the screen on the plate.

DRY FINISH PAPER: Paper with a high finish which has been surfaced without moistening.

DULL COAT: A smooth-finish, enameled paper; contrasted to glossy.

DUMMY: A mock-up giving a preview of a sheet, booklet, book, or other unit intended for production, showing the placement and nature of the various elements as a guide for the artist, printer, or others concerned.

DUOTONE INK: An ink which, after drying, gives the job an appearance of having been printed in two different tones of the same color.

DYETONE: A process in which a black photo image is printed in modulated color.

DYE TRANSFER: A colored print made from a color transparency.

E.F.: Abbreviation for English finish paper.

EGGSHELL FINISH: A smooth, antique finish with a pitted effect, similar to an eggshell.

ELECTROTYPE: General term used for a metal plate employed in printing. Frequently called merely "electro."

ELEPHANT: Printer's slang for a sheet measuring 23 by 28 inches.

ELLIOTT: A method of addressing mailings through the use of cards containing an imbedded fiber stencil. Addresses are typed with a regular typewriter on the stencil and ink is forced through the stencil to create the address on mailing pieces.

EM: The square of a body of any given typeface.

EMBOSSING: Relief printing by means of dies after color printing is done by letterpress. When no printing is done on the area to be embossed it is called "blind embossing."

EN: One-half the width of an em.

ENAMELED STOCK: Coated blanks, book paper, and other papers with a smooth, calendered finish. Used for fine printing, especially of color illustrations.

END PAPERS: Paper used for covering the inside of book covers.

ENGLISH FINISH: A book paper surface which is smoother than machine finish and not as smooth as supercalendered.

ENVELOPE PAPER: A general term descriptive of paper suitable for making envelopes for mailing. It should be strong and opaque for commercial uses, with good folding qualities and writing surface, and should lie flat without curling. While papers of nearly all types have been used for envelopes the best are white wove writings, bonds, ledgers, manilas, ropes, krafts, and colored papers.

ENVELOPE STUFFER: Any advertising or promotional material enclosed in an envelope with business letters, statements, or invoices.

ETCH PROOFS: Black proofs made from a form which has been locked up in a chase with bearers.

EVEN PAGE: The left-hand pages of a book or booklet, which carry even numbers (2, 4, 6, etc.). Also called "verso."

EXPANDED TYPE: An extra-wide face of type.

EXPIRE: A former customer who is no longer an active buyer.

EXTERNAL: A publication for customers of a company.

FACSIMILE: The exact reproduction of a letter, document, or signature; also printed letters simulating typewritten letters.

FASTENERS: There are four principal styles of fasteners for open-end, catalog, booklet, and other styles of envelopes: (1) gummed flaps; (2) ungummed flaps, to be tucked in; (3) metal clasps; and (4) string and button.

FILING AND EXPANSION ENVELOPES: These range from plain, open-side envelopes with thumb cuts to accordion-pleated expansion envelopes of great strength and durability. Ordinary filing envelopes are made to contain standard 8½- by 11-inch material, although many are made in smaller sizes for other types of filing equipment.

FILLER: Minerals used to improve the printing quality of paper.

FILL-IN: A name, address, or other words added to a form letter. A fill-in is generally typed manually in automatic-typed letters, although in some operations mailing plates may be used to individualize form letters.

FILLED-IN: A term used to describe the result when too much ink is used in printing an illustration, resulting in areas which are printed too heavily. When the dots in a halftone screen are too close together for the quality of paper on which the cut is printed there is danger that the illustration will be filled in.

FINAL COPY: When copy is sent to the printer in several installments, final copy is the last installment sent. Final copy should be plainly marked as such, in order that the printer may know when to proceed with makeup.

FINISH: The surface of any grade of paper, such as low finish (meaning dull), and high finish (meaning glossy).

FLAPS: In general, flaps of envelopes are of four styles: (1) The regular flap which is most popular but which, for reasons of extra strength or unusual appearance, is not always suitable; (2) the pointed flap, which imparts an air of distinction to the envelope and also provides a slightly larger gumming surface, frequently being used for executive correspondence; (3) the wallet flap, which is extremely strong, extending well down below the center of the envelope, with a very large gumming surface; and (4) the bankers flap, which is extremely deep.

FLATBED PRESS: A press which prints from a flat, horizontal type form.

FLAT TINT: A continuous tone resulting from the use of positive or negative dots of regular spacing and size.

FLEXOWRITER: A special typewriter which can be operated by punched paper tape. It is frequently used to prepare letters which appear to be individually typed but have a common message. The address and salutation are typed mechanically and then the machine takes over and automatically types the remainder of the letter.

FLOP: To reverse an illustration so that the right side of the original becomes the left side in the final printing, and vice versa.

FLUSH BLOCKING: Trimming a plate so that the printing surface comes flush with one or more edges of the block on which the plate is mounted.

FLUSH COVER: A cover that has been trimmed to the same size as the text pages.

FLUSH PARAGRAPHS: Paragraphs having no indentation.

FLYER: A small advertising circular.

FOLDER: A printed piece with one or more folds in which, when folded, each panel constitutes a separate page.

FOLIO: (1) The figure or numeral placed on a page to denote its sequence, (2) a sheet of paper size 17 by 22 inches.

FONT: Complete assortment of all the different characters of a particular style and size of type.

FOOTNOTE: A note of explanation or reference at the bottom of a page, apart from the regular body type. Footnotes are usually set in smaller type than the text matter.

FORM: Type and material locked in a chase and ready for the press or electrotyping.

FORM LETTER: Any letter, whether produced in quantity or individually, used to fit a specific situation likely to be encountered frequently. *See also* Guide Letter.

FORMAT: Strictly, the size, shape, and general makeup of a publication; loosely applied to the appearance of any printed material.

FOTOSETTER: A typesetting machine which uses matrices carrying an imbedded negative from which lines of type can be prepared photographically.

FOUNDRY PROOF: A proof made of a locked form intended for plating, but before making it into a plate.

FRENCH-FOLD: A type of fold for pieces printed on only one side, thereby doubling their bulk. Usually makes an eight-page mailing piece, only four of which are printed.

FRENCH FOLIO: A thin paper with an even finish, used for lightweight circulars, printing proofs, etc.

FULL BOUND: A binding completely covered with leather.

FURNITURE: Pieces of wood or metal used to fill out the blank spaces in a printing form.

GADGET LETTER: A letter containing an item fastened to or enclosed with the letterhead; such items, called gadgets, may be bits of string, miniature tools, coins, etc.

GALLEY: A long tray for holding type after it has been set.

GALLEY PROOF: A proof pulled after type has been composed or set and before it has been compiled or made up into pages.

GANG RUN: Printing from a form containing a group of typed pages or plates to be run at one printing. Applied, for example, to several different letterheads or bill forms printed simultaneously, to be cut apart later.

GATHERING: The operation of collating folded signatures in consecutive order.

GIANT LETTERS: A letter blown up to larger than standard 8½- by 11-inch size. Giant letters generally measure 11 by 17 inches or 17 by 22 inches.

GLARE: High reflection from a glossy, enameled, or polished paper surface.

GOTHIC: A synonym for sans serif type.

GRAIN: Grain, as applied to paper, refers to the parallel lay of fibers in machine-made paper. It runs in the direction the paper moves through the Fourdrinier machine.

GRAPHOTYPE: A machine for preparing Addressograph and Speedaumat address plates.

GUIDE LETTER: A form letter in which one or more sentences or paragraphs change to meet individual circumstances, but in which most of the form is the same for all recipients.

GUTTER: The division between two facing pages.

GUTTER MARGIN: The page margin at the binding edge of a book or pamphlet.

HACKER PROOF: A proof pulled carefully on enamel stock or transparent acetate, suitable for reproduction. (Also called "reproduction proof.")

HAIRLINE: A very fine line used in engraving or printing.

HALF-BOUND: A binding of which only the back and corners are covered with leather.

HALFTONE: A reproduction (usually of continuous tone copy) made by photographing through a halftone screen. The term also is applied to the plate or to the printed impression made from such a plate.

HALFTONE SCREEN: A lined screen used in a camera to break up a continuous-tone image into dots. The screen may be fine or coarse depending upon the paper upon which the completed halftone will be printed. (*See* Screen.)

HANDBILL: *See* Dodger.

HAND-SET TYPE: Type matter set by hand; contrasted to machine-set type, as with the Linotype, Monotype, Ludlow, etc.

HEADINGS: Headlines as distinguished from body type.

HIGHLIGHT HALFTONE: Eliminating the screen from portion of a halftone.

HIGH KEY PHOTOGRAPHY: Photographs in color or black and white made under brilliant illumination.

HOOVEN: Trade name of automatic electric typewriters, used in tandem, for making multiple copies of facsimile letters.

HOUSE ORGAN: A periodical published by a company for its employees and/or customers.

IMITATION PARCHMENT: Paper resembling parchment but generally made from hydrated sulfite pulp.

IMPOSITION: The process of arranging the pages in a form so that when printed and folded they will fall in proper numerical order.

IMPRESSION: The pressure, or effect of pressure, between the printing surface and the paper surface.

IMPRINT: The name of the publisher or the printer of a publication. The publisher's imprint is usually at the bottom of the title page and at the bottom of the backbone on bound books. The printer's imprint, if on a book, is generally at the bottom of the page backing the title page or on the last page of the book.

INDENTION: (1) The setting of a line or lines in from the margin, (2) the resulting blank space.

INDIA PAPER: A very thin bible paper used principally for books.

INITIAL: A large single type, often ornamented, used at the beginning of a chapter. An initial is always several times as large as the body type.

INSERTS: Illustrations or type matter not printed in the regular signatures of a book but tipped in between pages.

INSET: The pages cut off in folding and placed in the middle of the sheet.

INTAGLIO: A process of printing from lines or dots recessed into the surface of a metal plate. Gravure, an intaglio process, is printed from cells recessed into the surface of a metal cylinder.

INTERLEAVING: The placing of flat sheets together before binding.

INTERNAL: A publication for employees of a company.

INTERNAL-EXTERNAL: A publication for both employees and customers of a company.

INTERTYPE: A typesetting machine similar to the Linotype but differing in some details.

ITALIC: A style of letter that is slanted, in distinction from upright Roman.

JACKET: An extra protective cover of a book. Also called "book jacket" or "dust jacket."

JUSTIFY: (1) To write the exact number of words or letters to fill a given space. (2) To set one line or more of type to fill a given space.

JUTE MANILA: A wrapping paper suitable for cards, envelopes, tags, etc.

KERN: That part of certain letters or types which projects beyond the body, as in italic *j* or *f*.

KEYLINE: A mechanical diagram of reproduction copy for the guidance of the platemaker.

KEY PLATE: The plate of a set of color plates which carries the most detail and to which the other plates are registered.

KEYED: Advertising is said to be keyed when an identifying letter or number is so used as to show the advertiser which mailing or publication brought a given response. Thus a coupon, order, or inquiry addressed to "Department A" indicates that a certain magazine or list pulled this reply.

KILL: To strike out words from copy or on proofs; also to destroy type or cuts.

KRAFT PAPER: A high-strength wrapping paper made from sulfate pulp. It is usually brown but may be dyed to other colors.

LABEL PAPER: Paper specially sized for printing labels; may be coated or uncoated.

LACQUERING: Applying transparent coating to protect the surface of a cover or page or to give a glossy finish. Also called "varnishing."

LAID PAPER: A paper which shows a pattern of finely spaced parallel lines and widely spaced cross lines when held up to the light; contrasted to woven paper.

LAMINATING: The process of uniting two materials, such as foil and paper, with an adhesive, using pressure, heat, or both.

LEAD (pronounced "led"): A less-than-type-high strip of metal used primarily to space between lines of type. Standard widths are one pt., two pt., and three pt., but they may be even wider.

LEAD (pronounced "leed"): A suggestion from any source that an individual, company, or group may be prospective buyers.

LEADERS (pronounced "leeders"): Rows of dots or dashes, such as used on contents pages between words and page numbers.

LEADING (pronounced "ledding"): The white space between printed lines.

LEAF: In books, generally considered as two pages, front and back, as, for example, pages 3 and 4. Pages 2 and 3 would be on separate leaves.

LEGEND: Descriptive matter under or beside a cut as distinguished from caption (title above cut). Often mistakenly called "Caption."

LETTER PAPER: Paper cut and finished for correspondence use.

LETTERPRESS: Any printing which is done direct from type. The term is used in contrast to printing done by the offset process.

LETTERSHOP: A business organization which handles the mechanical details of mailings such as addressing, imprinting, collating, etc. Most lettershops offer printing facilities and many offer some degree of creative direct mail services.

LIFT: The maximum number of sheets of paper stock that can be placed under the knife of the cutting machine at one time for efficient cutting.

LIGATURE: Two or more letters joined together and cast on the same body of type, like fi, ff, ffl, etc.

LIGHTFACE: A description given to type having a face with thin lines which prints a light tone, in contrast to bold or black-face type.

LINE COPY: Copy which is solid color throughout and obtains tonal variations by changing the size and spacing of areas of color with lines, stipple, etc.

LINE CORRECTIONS: Corrections made or to be made within a line of type, involving changes in characters or resetting the type.

LINE CUT: Engraving made from line copy in which the tonal variations, if any, result from the size or spacing of solid areas of color and not from the use of a halftone screen. Also called "Line Engraving."

LINEN FINISH: A finish applied to paper to give the appearance of linen.

LINOTYPE: A typesetting machine in which the letters set from a keyboard somewhat similar to that of a typewriter emerge on lead slugs of various lengths. Term used in contrast to Monotype and hand-set type, in which each letter is separate from the rest.

LIST BROKER: A business organization which arranges the rental of mailing lists compiled by others.

LIST CLEANER: A mailing to ask help of recipients in keeping a list up to date.

LIST COMPILER: A business organization which compiles special mailing lists for sale or rental to direct mail advertisers.

LITHOGRAPHY: In contrast to letterpress printing, a printing process which does not print from type but by offsetting the impression from the press plate to a blanket cylinder and then onto paper. Offset lithography is usually called simply "Offset."

LOCATION (type): Term applied to the galley on which type is stored before use or reuse; galleys are numbered for storage and corresponding numbers are placed on proofs to show location.

LOCKUP: Tightening a form securely in a chase by means of quoins or clips to prepare it for the press or the foundry.

LOGOTYPE: Originally meant to describe a word on a single type body. Now used to designate the characteristic signature of a firm or product. Also two or more letters cast together as ligatures.

LOWER CASE: Small letters, as distinct from capitals (upper case) and small capitals.

LUDLOW: A patented typesetting process, generally used for larger sizes and special faces of type.

MACHINE-COATED PAPER: A type of coated paper generally used in magazines and other media.

M.F.: Abbreviation for machine finish (paper).

MAGENTA: The color sensation produced by the simultaneous reception of red and blue light. Often called "Process Red."

MAKEREADY: Material used on a printing press to bring all type matter and illustrations to exactly the same height so that the printed impression will be even. Also the process of preparing material on the press.

MAKEUP: The arranging of type lines and illustrations into page form.

MANILA ENVELOPE PAPER: A finished paper especially made for envelopes.

MARBLED PAPER: Stock which has been decorated with a marble finish.

MARGIN: The space between pages or plates or between the edge of the printed matter and the edge of the paper.

MASA: Acronym for Mail Advertising Service Association, International.

MATCH: A direct mail term used to refer to the typing of addresses and salutations onto letters with a printed body.

MATRICES: The molds on Monotype, Linotype, Intertype, or Ludlow machinery which are filled with molten lead to form the letters of type.

MEASURE (type): The length, usually expressed in picas or ems, of a single line of type.

MECHANICAL SCREEN: Any dot or line pattern used by the photoengraver for reproducing an illustration.

MERCHANDISING: A method of increasing the effectiveness of advertising by (1) translating it into terms of advantages for dealers, retailers, salesmen, etc.; and (2) by projecting the advertiser's message beyond the audience of the media in which it originally appeared.

METALLIC PAPER: Paper with a coating giving the effect of metal. Also special coated paper which can be marked with metal letters or designs.

MIMEOGRAPH: Originally the trade name of a duplicating machine for reproducing bulletins, form letters, etc., by means of a typed stencil; now loosely applies to any of several stencil-operated reproduction machines.

MIMEOGRAPH PAPER: Paper specially made for mimeograph reproduction.

MINIATURE LETTERS: Letters which have been reduced photographically so that both the size of the sheet or letterhead and the printing or typing are smaller than normal. Miniature letters are usually 4¼ by 5½ inches in size.

MITERING: The cutting of a rule at an angle so as to make perfect corners.

MOIRE: Undesirable pattern which results when a cut is made from the print of a halftone or certain other types of printed illustrations; i.e., by photographing a printed illustration.

MONOTYPE: A typesetting machine on which words and sentences are formed from individual type letters. *See also* Hand-set and Linotype.

MORGUE: Printer's designation for place where cuts or copy are stored after use or pending future use.

MORTISE: A hole or other space cut in the surface of a plate or in a printing block to accommodate type. Also the process of making such holes.

MULTIGRAPH: Trade name of a small printing press, used especially for multiple copies of printed letters, bulletins, circulars, etc.

MULTIGRAPH PAPER: Paper especially suited for use on the Multigraph machine.

NEWSLETTER: A publication which contains newsworthy material in the form of a letter. Most newsletters are 8½ by 11 inches in page size with copy in typewritten form. Generally just one or two paragraphs are devoted to any single news item.

NEWSPRINT: Paper of the kind generally used for newspapers and comic books.

NIXIE: Mailing returned by the Post Office as undeliverable as addressed.

NONPAREIL: A unit of measure: ½ of a pica (six points).

NOTEPAPER: Folded writing papers in standard sizes, finishes, and weights.

OBLONG: A book bound on the shorter dimension.

OCCUPANT LIST: Mailing lists which contain only addresses (eliminating names of individuals and/or companies).

ODD PAGE: Right-hand pages, which carry odd folios (3, 5, 7, etc.).

OFFSET: A smudge resulting from ink on one page smearing onto another. (Not to be confused with "Offset," referring to offset printing.)

OFFSET PAPER: Paper which can be used for offset lithography.

OFFSET PRINTING: A term used in contrast to letterpress. In offset printing the impression is made from the surface of a roll (usually rubber) to which an image has been transferred from a photographic plate.

ONIONSKIN: A thin paper, generally translucent, with characteristics of bond paper.

OPAQUE: Referring to paper, not permitting passage of light, in contrast to translucent or transparent. In photoengraving, to paint out areas not wanted in the final illustration.

OPAQUE WHITE: A pigment used to white out areas on original illustration copy.

OPEN PUNCTUATION: Type matter containing the minimum of necessary punctuation.

OPTICAL BLUE: A shade of blue which will not be picked up in photographing illustration copy unless a special filter is used.

ORDER-BLANK ENVELOPES: Various types of business reply envelopes have been developed to carry order forms on the inside. The order form is printed on one side of the sheet and the address and reply form on the other; the recipient simply fills in the order, folds and seals the envelope and mails it in.

ORDER CARD: A return card similar to a coupon in effect, to be filled out, checked, or initialed by the inquirer or customer and mailed back to the advertiser. Order cards are often self-mailers.

ORDER FORM: Similar to an order card except that it is printed on paper rather than on card stock; may require being sent in an envelope or may be sealed to form a self-mailer.

OVERHANG COVER: A cover larger in size than the enclosed pages.

OVERPRINTING: Printing over an area which has already been printed on.

PAGE PROOF: A proof of type matter which has been made up from galleys into pages.

PASTEUP TYPE: Preprinted letters which can be cut apart and then pasted onto layouts for use in preparing printed pieces.

PATENT BASE: A metal base, sometimes used to take the place of wood for mounting electrotypes.

PATTERN: A pattern plate consists of all printing elements of any one color soldered together in relationship to one another so that when molded they will provide a complete press plate of that color. Elements may consist of original engravings and/or electrotypes of halftones, zincs, type portions, etc. Example: The blue plate of a four-color set would contain all printing elements to appear in the blue press plate, all being so placed that they will register with similar press plates made from patterns of the black, red, and yellow.

PAYROLL ENVELOPES: Small containers for coins and bills which are bought in bulk by banks for distribution among their customers or by individual companies. Sizes range from 3 by 4½ inches upward. Sometimes used as enclosures for gadgets in gadget letters.

PENSCRIPT: Letters written in script, either by hand, processed, or printed.

PERFECTING: A sheet printed on the second side is said to be perfected or completed. A rotary press that delivers a signature printed on both sides of the sheet is said to be a perfecting press. There are also flatbed presses with two cylinders and two beds that print on both sides of the sheet. These are known as "flatbed perfectors."

PERFECTING PRESS: A press which prints both sides of the paper at one passage through the machine.

PERFORATING RULE: Sharp, dotted steel rule, slightly higher than type, and used in conjunction with type forms to perforate the sheet when printing.

PERSONALIZING: The individualizing of direct mail pieces by adding the name of the recipient.

PHOTOGRAVURE: Printing done from large copper plates or copper-covered cylinders. Also called "gravure" or "rotogravure."

PICA: The standard for measuring type matter width or depth—1/6 of an inch, or 12 points.

PICKING: Removing foreign material or other paper elements from the paper surface.

PICKUP: A standing page or part of a page picked up to be worked on and used again.

PICTURE WINDOW ENVELOPES: Envelopes which have an opening through which a portion of the contents can be seen before the envelope is opened.

PINPOINT DOT: The finest halftone dot used in photoengravings.

POINT: The unit of type measurement—0.0138 of an inch, 12 points to the pica.

POLLARD-ALLING: A method of addressing mailings through the use of aluminum plates which are linked together into reels of up to 2,500 addresses. The system is normally used for large mailing lists.

POSTAGE SAVER ENVELOPES: Like regular envelopes in appearance and construction, the only difference being that they have a loose flap at one end which is simply tucked in without being sealed. In another style of postage saver envelope, one end is stuck with a spot of gum instead of being sealed full length and the words, "Pull out for postal inspection," are printed on or adjacent to the loose flap. Postage saver envelopes enable the advertiser to send out a third-class mailing in keeping with post-office regulations with the back flap of the envelope sealed in the same way as first-class mail.

PRESS PROOF: A proof which has been printed on a regular press (not a proof press) after makeready.

PROCESS PLATES: Color plates, two or more, used in combination with each other to produce other colors and shades. Usually involves the application of the primary pigments of yellow, magenta, cyan, and black.

PROGRESSIVE PROOFS: A set of proofs showing each of the color plates to be used in a multicolor illustration.

PROOF PRESS: A small printing press, usually hand operated, for pulling proofs.

PULLING A PROOF: Printer's term for making a copy of a cut or type matter on a proof press.

QUAD: A piece of type metal less than type high used in filling out lines.

QUERY: A small q. or an interrogation mark (?) made by proofreader to call author's attention to possible error. Question of spelling: ?sp.; question of fact: ?F.; question of grammar: ?G.; illegible copy: ?C.

QUIRE: 1/20 of a ream. A quire of fine paper consists of 25 sheets; of coarse paper, 24 sheets.

QUOIN: An expanding device (usually matching, toothed iron wedges) used to lock a form in a chase.

RAG CONTENT PAPER: Bond and ledger papers containing from 25 percent to 100 percent rag fibers.

REAM: Conventional unit for quantity of sheets of paper. Fine and printing papers run 500 sheets to a ream; coarse, tissue, and wrapping papers run 480 sheets to a ream.

REAM WEIGHT: The weight of one ream of any given paper.

RECTO: The right-hand page of a book or booklet, as opposed to verso, the left-hand page. Recto pages are always odd numbered (1, 3, 5 etc.).

REFLECTION COPY: Original copy which is viewed and must be photographed by light reflected from its surface.

REGISTER: A term referring to the accuracy of placement of printing; printed lines which do not fall exactly where they should are "out of register."

REGISTER MARKS: Small marks for guiding engravers in obtaining proper register in color separation printing.

RELIEFOGRAPH: A machine for preparing address plates for the Pollard-Alling address system.

REPLY-O-LETTER: One of a number of patented direct mail forms for facilitating replies from prospects.

REPRODUCTION PROOF: A proof of illustration or type matter, pulled on a special proof press, which can be photographed for offset reproduction or engraving. Abbr.: Repro. (Also called "Hacker Proof.")

RETURN ENVELOPES: Self-addressed envelopes, either stamped or unstamped, as distinguished from business reply envelopes, which bear a printed insignia and permit number obligating the mailer to pay the postage on their return.

REVERSED POSITION: A plate which has been reproduced facing one way is "reversed" when reproduced facing the opposite. For example, a portrait which has been facing "out" (toward the edge of page) is reproduced to face "in" (toward the gutter). Also called "flopping."

RFMR: Acronym for Recency-Frequency-Monetary Ratio, a formula used to evaluate sales potential of names on a mail order mailing list.

RIVER: In typesetting, a river is a white channel in a block of body type caused by wide word spacing near the same point in each of several succeeding lines.

ROBOTYPER: An automatic typewriter used for the preparation of letters in quantity.

ROMAN: Generic name for the type commonly used in all ordinary reading matter.

ROTOGRAVURE: A printing method in which inkwells are etched into copper cylinders. Ink from these wells is then deposited on paper or other printing surfaces to create an image. Especially suitable for fine color reproduction.

ROTOGRAVURE PAPER: A specially finished paper used for rotogravure newspaper supplements, catalogs, etc.

ROUTING: (rhymes with "outing.") Cutting away any metal from the surface of a printing plate. Applied both to printing surface and nonprinting areas.

ROYALTYPER: An automatic typewriter which permits the punching of a control stencil and use of that stencil to duplicate letters in quantity.

RUNAROUND: Type matter which is set in narrow measure to pass along the side of a cut.

RUNNING HEAD: Title repeated at the top of consecutive pages in a book.

RUN OF PAPER: A term applied to color printing on regular paper and presses as distinct from separately printed sections made on special color presses. Abbr.: R.O.P.

SADDLE STITCHING: Wire staples driven through the back fold of a booklet and clinched in the middle, enabling it to open out flat.

SALES PROMOTION: Techniques used by a company to promote the movement of its products and services toward the customer (as contrasted to advertising which is aimed at moving the customer toward the products and services). Sales promotion media are usually distinguished by the fact an advertiser controls the format and the audience, rather than working within the limitations imposed by a publisher or broadcaster.

SALES PROMOTION AGENCY: A business organization which specializes in the creation of all types of promotion material except magazine, newspaper, radio and television advertising.

SANS SERIF: Letters without serifs. Gothic styles of type are sans serif.

SATIN FINISH: Paper with a special smooth finish suggesting satin.

SCREEN: A term used to indicate the number of dots per inch in a halftone. Coarse screens (60-line, 65-line, 80-line or 85-line) are used for newsprint and other soft-finish paper; screens of 100, 110, 120, 133, 150, and 175 lines and finer are used for smoother and enameled papers. The term "screen" is also used for benday, according to a special numbering code.

SCRIPT: Type similar in appearance to handwriting.

SCRIPTOMATIC: A method of addressing based on the spirit-duplicating principle. Addresses are typed directly onto cards with a special carbon. The system is most frequently used in conjunction with electronic sorting systems such as IBM, Remington Rand and McBee.

SELECTRIC: Trade name for a typewriter for which many different kinds of type can be used interchangeably.

SELF-COVER: A cover of the same paper as the inside text pages.

SELF-MAILER: A direct mail piece mailed without an envelope or special binding. Advertising post cards, for example, are self-mailers.

SELF-SEAL: An envelope with special adhesive requiring no moisture for sealing.

SEPARATION NEGATIVE: A negative made from any single color of a multicolor illustration.

SERIF: The fine lines at the end of a type letter, particularly the corners at top and bottom.

SHEET: Cut size or trimmed size of a finished paper.

SHEET FED: Printing produced on separate sheets of paper (in contrast to rotogravure which is done on a continuous web, or roll, of paper).

SHEETWISE: A sheetwise form is one of two forms which lock up separately and run separately on opposite sides of a sheet. Example: A four-page fold printed from two forms of two pages each, pages 1 and 4 (outside form) being printed from one form, and pages 2 and 3 (inside form) being printed on the opposite side of the sheet. Each sheet makes one complete copy, and 2,000 impressions are required to make 1,000 copies. (*See:* Work and Flop, Work and Turn, and Work and Twist.)

SHORT AND: Proofreader's term for the ampersand. (&)

SHORT FOLD: A method of folding a piece so one or more pages are shorter than other pages.

SIDEHEAD: A headline placed in the margin instead of within the type body.

SIDE STITCHING: Wire staples driven through the side of a book, or a number of signatures, as they lie flat.

SIGNATURE: A section of a book, ordinarily obtained by the folding of a single sheet into 8, 12, 16, or more pages.

SILHOUETTE: An illustration from which the background of the image has been cut or etched away.

SIZING: Rosin or other material incorporated into paper to give water-resisting properties.

SLIP SHEETS: Paper sheets fed between sheets being printed to prevent ink from smearing.

SMALL CAPS: Printers' language for smaller capital letters of the same font as the regular capital letters of the font.

SOFT PAPER: Antique; egg shell; and other low-finish, lightly sized papers of soft body.

SOLID (TYPE): Type matter is said to be set solid when no leading has been added.

SPACES: Small pieces of type metal, less than type high, used for spacing between letters and words.

SPEA: Acronym for Sales Promotion Executives Association.

SPECIAL-DELIVERY ENVELOPES: Envelopes embodying a special design and special colors. Around the borders of special-delivery envelopes appear alternating yellow and green dots. On the right side—1⅜ inches from the top of a No. 10 envelope, for example, ¼ inch from the right-hand side, and 1⅞ inches from the bottom—are two yellow horizontal rules enclosing the words, "Special Delivery," which are printed in green. The design of smaller special-delivery envelopes is reduced in proportion.

SPEEDAUMAT: A variation of the Addressograph which uses a smaller metal plate.

SPLIT FOUNTAIN: Color printing of two different colors simultaneously.

SPLIT RUN: Division of a generally similar promotion piece into two or more variations, enabling the advertiser to test different copy appeals.

SPONSOR SYSTEM: A method of controlling names on a mailing list by assigning each name and address to a sponsor who is responsible for keeping that listing up to date.

SQUARE HALFTONE: A finishing style in which the halftone screen runs to the edge of the printing plate, which is trimmed straight both vertically and horizontally.

STAGING: Application of acid-resisting varnish or staging solution to local areas of line or halftone etchings so as to permit further etching of the untreated surface of the plate.

STANDING AD: One which runs in several issues without change.

STANDING TYPE: Type which has been set and is ready for use, or which has been used and is stored for possible future use.

STAT: Printer's slang for a Photostat.

STEREOTYPE: Reproduction plates made by impressing a form into a pliant mold or matrix and then making a cast of this with type metal.

STET: A proofreader's term meaning "let it stand." Used when a word or sentence has been marked out (deleted) and then the decision is made not to delete it, after all. The material marked for deletion is underlined by a series of dots and the word "stet" is written in the margin, to instruct the printer to disregard the deletion marks.

STOCK CUT: Printing engravings kept in stock by the printer or publisher for occasional use (in contrast to exclusive use).

STOPPER: Advertising slang for a striking headline or illustration intended to attract immediate attention.

STRIP: To combine two or more negatives into one illustration.

STYLE: Rules of uniform usage in a printing plant or publishing house. Style refers to such details as capitalization, compounding, punctuation, preferred spelling, etc. *See* Down Style and Up Style.

SUBSTANCE: Basic weights adopted to designate regular sizes of various kinds of papers; may refer to a ream or to 1,000 sheets.

SUPERCALENDERED PAPER: Paper with a high, glossy surface.

TABULAR WORK: Composition involving columns with vertical lines and horizontal rules.

TAG ENVELOPE: An envelope punched to serve also as a tag.

TEAR SHEET: A page torn from a book or magazine and sent to an advertiser, inquirer, or other person.

TEASER: An advertisement or promotion planned to excite curiosity about a later advertisement or promotion.

TESTING: A preliminary mailing or distribution intended as a preview or pilot before a major campaign. Test mailings are used to determine probable acceptance of a product or service and are usually made to a specially selected list.

THROWAWAY: An advertisement or promotional piece intended for widespread free distribution. Throwaways are usually printed on cheap stock and delivered by hand, either to passersby or house to house. Broadsides are sometimes referred to as throwaways.

TINT BLOCK: A solid plate, without etching or engraving on it, used for printing a color. The density of the color is described in percentages: a 25 percent tint would be ¼ as strong as the full color, and a 50 percent tint would be ½ as strong as the full color, etc.

TINT CHART: A paper, booklet, or book showing various colors of ink for selection in color printing. Also called "color chart."

TIP-IN: To paste or glue one or more pages into a bound or stapled book or booklet. Color plates of less than page size may be tipped in by pasting them onto bound pages. The item tipped in is called a "tip-in."

TRANSPARENCY: A transparent positive photograph in color or black and white, in contrast to a negative.

TRIM: To cut the edges of a book or other job. Folded forms are trimmed to open the pages.

TRIPLEHEAD LETTERS: Printed letters created on a special Multigraph machine which permits printing of a two-color letterhead, letter body and signature in a single operation.

TWO COMPARTMENT ENVELOPES: Any envelopes which carry first-class mail in one compartment and third- or fourth-class mail in another, with the resultant saving in postage and the assurance that both the letter and the literature arrive together. (Envelopes of this type are handled in the mail as matter of the third or fourth class, depending on the nature of the contents of the lower class compartment.)

TYPE C PRINT: A color print made directly from a color negative.

TYPE HIGH: A plate which has been mounted to exactly the same height as the printing surface of type, 0.918 of an inch.

TYPE METAL: Usually an alloy of lead, antimony, tin, and brass used in typemaking.

UNDERLAY: Pieces of paper pasted under type or cut to bring it to the proper level for printing.

UPPER CASE: Capital letters, as distinct from lower case and small caps.

UPRIGHT: A book bound on the longer dimension.

UP STYLE: Printing style which prefers maximum use of capital letters.

VANDYKE: A proof in the form of a positive print made from a film negative.

VARITYPER: Trade name for typewriter for which many different kinds of type can be used interchangeably.

VARNISHING: *See* Lacquering.

VELOX: A halftone print, made by an engraver, of a photograph. Retouching may thus be done without defacing the original photograph.

VELLUM PAPER: A high-grade ledger paper which imitates parchment.

VERSO: The left-hand pages of a book or booklet, as opposed to recto, the right-hand page. Verso pages are always even numbered (2, 4, 6, etc.).

VERTICAL PRESS: A printing press on which the type forms are locked vertically, in contradistinction to a flatbed press.

VIGNETTE: An illustration in which the background gradually fades away, in contrast to a silhouette or an illustration with a full background.

WATERMARK: A marking pressed into paper in the manufacture; consists of letters, words, or designs.

WEB: Printing paper which comes in rolls.

WEB PRESS: A rotary printing press which prints on rolls of paper.

WEIGHT: May refer to the unit weight of a ream, or of 1,000 sheets, or of a specified quantity or substance number of sheet.

WIDOW: A short line ending a paragraph and appearing at the top of the next column of type. By extension, any short line which ends a paragraph.

WINDOW ENVELOPES: So called because they permit the name and address typed on the enclosure to be read through the envelope itself. They are of three main types: (1) open-face, consisting of a plain, uncovered, die-cut opening; (2) one-piece, in which the window is made in the body of the envelope by impregnating that portion of the paper with a suitable oily material; and (3) two-piece type, with a piece of glassine, cellophane, or some other transparent material affixed over the panel. To be mailable, any type of window envelope must have a panel running parallel to the length of the envelope, and windows must not be closer than 1⅜ inches from the top, or closer to the bottom or either side than ⅜ inch. No "border" around this "window" portion may exceed 5/32 inch in width. Window envelopes are covered by particular restrictions as to printing. These envelopes must bear the return card of the sender, which must consist of the name and address, or post office box number, and city from which mailed. The name of a building will not suffice unless the mailer occupies that building in its entirety.

WIRE STITCHING: The fastening of pages together with wire staples. *See* Saddle Stitch and Side-Wire Stitch.

WORK AND FLOP: Work-and-flop forms are identical to work-and-turn forms except the sheet is turned toward the tripper (or lower) guides. Work-and-flop forms are used when the number of pages, lengthwise of the cylinder, is an uneven number. For example, a 16-page form could be printed work and turn, while a 20-page form would be printed work and flop. If a 20-page form should be run work and turn, the middle pages would back themselves.

WORK AND TURN: Work-and-turn forms are those which, when run on one side, back themselves up after the sheet has been turned over, so that the original side guide edge is on the opposite side of the press. Example: In place of printing two forms of two pages each (as described under sheetwise form), the four pages are arranged in one form and printed. The sheets are then turned end for end and printed on the opposite side. If 1,000 folders are to be printed work and turn, the same size as described under sheetwise, a sheet twice the size will be used and 500 sheets printed on both sides, or 1,000 impressions. This will make 1,000 folders, as each sheet when cut will make two folders.

WORK AND TWIST: Work-and-twist forms are those that require two impressions on each half of the sheet to complete the sheet. The second impression is made after twisting the sheets so that new edges are at both the side and gripper (or lower) guides. Used principally in printing double-blank or cross-rule forms.

W.F.: Proofreader's abbreviation for wrong font.

WRONG FONT: Letters of one series (or font) mixed with those of another. In proofreading, indicated by w.f.

ZINC: Synonym for a line cut, in contrast to a halftone.

Chapter 13

SALES MANUALS

THE sales promotion department is often called upon to cooperate with the sales manager in the production of sales manuals. They can be made interesting by the use of practical case histories telling how other salesmen dealt with situations common to all members of the organization. They can be made interesting by a restrained use of illustrations– thumbnail sketches, for instance, driving home important points. And they can be made more inviting to read, and easier to use, by breaking the text up into short paragraphs with "how" headings. The more headings you have the easier it is for the salesman to use the manual. If the manual contains a lot of detailed product information, as many do, a cross-index helps to get the manual used.

But perhaps the most important factor in getting the manual read is "selling" it to the organization, so that the salesmen will have a proper appreciation of the research involved and how it can be used to help a salesman to do a better job. To do this right, the manual should be given a "build up." It should not just be mailed to the men with a note from the sales manager recommending its use. A well-planned sales manual is a tool. Just as with any tool, the person who is to use it must understand what it is for and what it will do. It should be presented following some sort of dramatized skit built around the life of the salesman. All his many troubles faded into thin air when he began to *use* the sales manual which he had supposed was just another piece of advertising literature. Sometimes a charge is made against the salesman's account, covering the manual. It is written off when and if the manual is returned. Sometimes the president of the company calls the men together and personally presents a manual to each man, with a talk on what the company spent to produce the copy he is about to hand each

Your Job AS AN EASY DISTRICT REPRESENTATIVE OR WHOLESALE SALESMAN

To make any good organization function properly it is well to analyze the individual's responsibilities to his job. It develops personal efficiency and brings more sales at less cost. It promotes a clear understanding of the problems of selling. And it assures favorable relations between you and your supervisor. Therefore let's consider *WHAT EASY OR YOUR SALES MANAGER EXPECTS FROM YOU*.

1. Proper Conduct and Personal Appearance.

It goes without saying that your personal appearance, your good grooming should at all times be free from criticism. Look the part of success—and you're well on the road to success. Your conduct should inspire the dealer's full respect and confidence.

2. Full cooperation with all company policies.

Because of EASY'S national distribution set-up the company's sales policies must naturally encompass a broad approach to any selling problem.

Company policy you will find is always designed to promote *group efficiency* and to assure the best interests of all who participate in the sale of EASY'S products.

Therefore it is of utmost importance that even though you sometimes don't entirely subscribe to the company's long range policies, you still cooperate with EASY sales management in every way.

3. Be on the job.

You owe it to yourself—your family to make your job the most important thing in your life. *Give the job all you've got.* Put in a good honest day of work—and your perspiration will pay off in personal progress.

4. File all essential factory reports.

With postwar selling facing the biggest challenge it ever had for the consumer's dollar, it is more vital than ever that field reports, market and merchandising studies be given your immediate and complete attention. Every effort will be made by the factory to simplify the procedure of reporting. Only the most essential information will be requested in report form. You'll be instructed as to just what special reports are required from you.

5. Franchising a new dealer.

In connection with developing balanced dealer coverage in your territory (after all production restrictions have been lifted) don't permit your enthusiasm to take on another dealer, put you in a position where you are selling one or two washers as an account opener.

When franchising a dealer his initial pur

You ARE THE COMPANY

As a salesman of EASY home laundry equipment—you represent the EASY corporation in your territory. You are the company. Your rate of earning power progress depends solely on how well you sell the company, its product and its programs. You've got the national acceptance—the long years of EASY leadership to maintain in your territory. The priceless asset of EASY'S good name is in your hands—in trust. Make the most of this great opportunity by going out and—

GET THE BUSINESS

This means exactly what it says. Getting the business is your foremost and principal job.

In carrying out your plan of getting the business, your first step is to—

I. Establish and Develop Quality Dealers.

With the prospect of a boom market in washers following the war there will be a great temptation to count on EASY'S current retail distribution outlets. All-out production of washers may be some time off—and a program of merchandise allocation cramping the natural development of new quality dealers may further the feeling that "why put on new dealers—why change my distribution set up—when I can't get enough units to satisfy my present outlets?"

While this may be temporarily the case, there is still a lot of spade work that can be done in—

Reviewing the present dealer set up in your territory with the long range purpose of

1. Building a stronger dealer organization.
2. Developing a balanced organization in metropolitan markets (proper EASY representation in the major classifications of—appliance dealers—department stores—public utilities—and furniture stores).
3. Improvement of the quality of your dealers in small towns already covered.
4. Coverage of all open towns.

Remember you can't stand still in business even though wartime reconversion problems seem to dictate a stand pat policy. Either your territory will go forward and will assure a large share of the industry's business in 194X—or your markets will slip backward the recovery of which may prove to be very difficult as sales competition gets keener.

II. General Supervision of Easy Dealer's Merchandising Program.

As you well know a product is not sold when it leaves a manufacturing plant to fill a dealer order. This is a truism that quite often fails to impress an enthusiastic District representative or a Wholesale salesman who considers his duty done when he sends in his order. But he is only half a salesman. That kind of salesman won't prosper unless he helps his dealers make a decent profit. The problem is to make salesmen *merchandising-conscious*.

Actually your job is two-fold

1. Sell to dealers
2. Then help dealers sell to the public

You are both a merchant and a salesman. In other words you are a *MERCHANDISER*.

As a Merchandiser you are to—

salesman, and how much it should be worth to the salesman in increased production. One of the reasons the original National Cash Register primer for salesmen proved so effective in the early days of that company, was the way John H. Patterson dramatized what was in the primer. A year's promotional program was built around the little book, just to make sure that every man would use it. And they did. To make sure they did, Mr. Patterson would "pop" questions at them and woe to the salesman who did not know the answers. He was quickly told where to get them.

Even the Title Is Important: The first impression a salesman or dealer gets of a manual is from its cover. The title should neither be too corny nor too clever. It should be dignified, keeping in mind that many of those who will use the book like to think of it as something the president of the company had a hand in creating. Sometimes all that is necessary in the way of a title is the company trade-mark with the salesman's name gold-stamped on the cover below it. This suggests it is his book and that it is about the company. There is no need of labeling it "Sales Manual" for it is obviously that. However, some companies run a line such as "My Sales Manual" on the cover. Others call their manuals "How Books." Still others go all the way and give it a tricky title such as "The Hotpoint Book of Knowledge," or "The Globe More-Sales Manual." One reason some companies don't stamp "Sales Manual" on the cover is that in case it is misplaced or left on a counter, it will not excite curiosity. Sales managers have a dread of competitors learning too much about how they sell a product.

Quizzes for Manual Users: The story has often been told of the sales manager who slipped a crisp $1 bill between certain pages of a newly issued manual, and then at the next sales meeting asked those who had found the dollar bill to hold up their hands. Those who didn't felt rather foolish. They were requested to go home, find the dollar, and mail it back. Since they hadn't read the manual they couldn't keep the dollar bill.

An old practice, which is again being put to use now that the war boom is over, is to hold impromptu examinations of sales-

(ILLUSTRATION PAGE 396.) *Sample pages from a former manual for Easy washing machines which does a good job of getting over some facts about sales jobs, and what a sales manager expects of a salesman. The thumbnail illustrations "pep" up the page and invite reading.*

men. One sales manager listed 100 questions, the answers to which any salesman who had really studied his manual would know. Then he rigged up a big pinwheel on the platform at a sales meeting, and had one man after another come up to the platform and spin the wheel. It stopped at a number. The number corresponded to the number of one of the 100 questions listed on a sheet of paper. The salesman was then required to face the audience and answer the question. The men were quite keen about it, even the ones who got stumped and had to do some silly thing such as taking everything out of their pockets and placing it all on the table.

Some sales managers prefer to conduct quizzes by mail. If that is done it is important that the letter accompanying the questionnaire explain the value of the examination. Make the man feel that you are doing it to help him make more money. Here are a few of the questions used by the Victor Adding Machine Company for this purpose:

1. After reading Section One of the Sales Manual, what point or points impress you the most from the standpoint of your sales practice? Tell why.
2. What personal qualifications seemed most important to you from the standpoint of your past selling experience?
3. As a result of your study of this section and your self-rating analysis, are you planning on any special effort to increase your sales effectuality? If so, what?

Some concerns find the plan of charging for the manual effective in making salesmen appreciate its value. Others hold "round robin" meetings at which the salesmen quiz each other about the contents of sales manuals. This plan is employed by the Procter & Gamble Company which ensures full use of manuals by the following methods:

1. In the first place, the manual is used as the basis for each salesman's training which consists, in most cases, of 3 weeks of special instruction on the job by a trained sales instructor. There is a lapse of from 6 weeks to 2 or 3 months between each of these 3-week periods of training.
2. In addition, quizzes are given following assignments made the salesmen covering the manual. These quizzes check the knowledge gained.
3. Each manual has a thorough index, which makes it very convenient for reference purposes after the initial training period is completed.
4. If salesmen ask their supervisors or the office for information which they can find in their sales manual, they are referred to it for answer.
5. Continuous training with reading assignments.

From the foregoing it may be concluded that successful sales manuals will:

1. Leave out a lot of the dull material designed to tell salesmen about the wonderful company they are working for, and what a privilege it is to be associated with such a fine organization. A few well-placed pictures will do that job without putting the reader to sleep.
2. Include more pictures, charts, boxes, and "flash" material, so that the salesman who runs can read. Sales managers have quit kidding themselves about salesmen taking time out to read page upon page of small print. If they do read it, they won't remember it.
3. Boil down the "how to do this and how to do that" type of materials to a few pithy paragraphs. Attempting to make salesmen sell the way you sell is hopeless and unwise.
4. Include fewer generalities and more concrete examples; less sermonizing and more suggesting; less talking down to the salesman, more talking with him. Most salesmen are eager to know how other salesmen meet common problems, but they are just a bit fed up on being told what to do by somebody in whom they may not have too much confidence.
5. Above all, if it is to earn its keep, be designed for use. That means material must be presented and arranged so that a salesman can put his finger on it when needed. If he has to dig the facts out of a hundred pages of small type, he won't.

Because of the number of government regulations which will affect a salesman's relations with his customers, the successful manual will provide a salesman with a digest of such information as well as with the policies of the company, in a form he can use as well as read. They will have to be treated so that the salesman can lay the page down before the customer and show him, "by cracky," that there it is, black on white. Most company policies, and especially those that are not too rigidly followed, can be boiled down to one sentence instead of taking a page or more to explain. They should be set off with sideheads for quick reference, and, if possible, a cross index should be included.

Manuals for Managers: In large operations, such as selling house to house through commission salesmen, the company concentrates on training the trainers, and leaves it pretty much up to the trainer or district manager as the case may be, to impart the information to the salesmen in his unit. Manuals for managers tend to become bulky and long-winded. There are so many things that somebody thinks should go in, and so few things anyone will agree could be left out. But experience proves that best results are obtained when the manual is condensed and the salient points presented with almost telegraphic brevity. The Hoover Company, making suction sweepers for sale direct to

housewives, came up with a manual of 96 pages. It was judged to be too long to ensure reading and maximum use, so it was cut to 11 pages. W. W. Powell, Hoover's director of sales education, writing in *Sales Management*, said:

Our 8-page booklet titled *Supervision on the Job* is an example, too. It is 3¼ by 4¼ inches and fits into most any pocket or billfold. Thus, a district manager need not be without a handy reference for nearly any problem he is likely to meet on the job.

Page 2, for instance, has 10 short rules for field training, such as: "In the first half of initial field training do about two-thirds of the work; in later training, have salesmen do two-thirds."

The next page lists five major steps in training and ends with this statement: "If the salesman hasn't learned, the supervisor hasn't taught." The next two pages deal with curb conferences and curb conference procedure, with such simple rules as "The curb conference is an explanatory or corrective conference held by the supervisor with an individual salesman":

1. It should cover only one idea or related ideas.
2. It should be held immediately before or after performance of an activity.

The manual on training salesmen starts out with this remark: "You've been in this business long enough to know that nobody knows all the answers on training." This places the author and the reader on the same level and prepares the reader to absorb a concise group of training ideas. These ideas are condensed into 20 pages. They are based on Hoover experience, the experience of teachers in the Armed Forces, etc.

There are no long, involved sentences. Instead, there are sections such as this:

> There are three things that make a salesman tick: (1) His attitude; (2) his knowledge; (3) his work habits.
>
> A good job of training covers each of these points.
>
> Again, whole books have been written on the various steps in training. But we have set them off as follows: (1) Prepare, (2) tell, (3) show, (4) have them do it, (5) check.

Again and again we highlight those five steps. Our meeting guides, sales schools, and much of our sound-slidefilm material is designed to stress these points and to teach district managers how to put them to work for them.

Question Box Method of Compiling Manual: In order to overcome the skepticism of salesmen toward sales manuals which emanate from swivel chair executives, some companies let the salesmen write their own sales manual. This applies to dealer manuals as well as those issued for use in the field.

First, outline the subjects which the manual is to cover, and then assign certain subjects to those members of the organization best qualified by experience to handle that subject. For example, determine the 20 most commonly encountered objections, then give one objection to each of 20 salesmen and have each one tell how he answers that objection. Or if time permits, send one objection a week and ask salesmen to tell you how they overcome it in their sales practice.

SUBJECTS TO BE COVERED IN A COMPANY SALES MANUAL

1. Advertising
2. Aftersale
3. Allowances
4. Application of salesmanship
5. Applications (uses) of product
6. Approach
7. Basic knowledge for selling product
8. Catalogs
9. Claims
10. Classes of trade
11. Close
12. Company, History of
13. Company outlook
14. Company policies
15. Conclusions
16. Correspondence with home office
17. Credit policies
18. Customers' buying motives
19. Dealer helps
20. Demonstrating
21. Design features
22. Dictionary of trade terms
23. Direct-mail literature
24. Discounts
25. Executives
26. Expenses
27. Field organization setup
28. Fundamentals of successful salesmanship
29. General instructions to sales personnel
30. General sales meetings
31. Helps for salesmen
32. Home office, Relations with
33. House literature
34. Information and duties of salesmen
35. Introduction
36. Invoicing
37. Lost orders
38. Management-employee relations
39. Manufacturing methods
40. Market study by graphic analysis
41. Merchandising
42. Miscellaneous selling suggestions
43. Missionary work
44. Objections, Handling
45. Organization chart
46. Organization, training, and supervision
47. Outselling competition
48. Personal development and personality
49. Planning and controlling work
50. Preapproach information
51. Presentation
52. Price lists
53. Product, Advantages of
54. Product, Classifications of
55. Product, Companies using
56. Product, History of
57. Product, How to sell
58. Product, Market for
59. Product, Use of
60. Prospecting
61. Purpose of the manual
62. Quotations
63. Remittances, reports, and commissions
64. Report forms
65. Returned goods
66. Rural selling
67. Sales equipment
68. Sales techniques
69. Sales training, Field
70. Sales training, General
71. Sales training, Need and benefits of
72. Sales points
73. Sales policies
74. Self-analysis and self-improvement
75. Service and repair parts
76. Services offered
77. Shipping
78. Spoilage
79. Technical information
80. Territory analysis
81. Testimonial letters
82. Trade-ins
83. Typical installations
84. Visual selling

Chapter 14

PORTFOLIOS AND VISUALIZERS

LIKE so many other of the more effective methods of promoting sales, the visual presentation portfolio came into vogue during the depression as a means of increasing sales call efficiency. It overcame the natural tendency of salesmen and dealers to do a half-baked selling job.

Sales managers found that salesmen were clinging to outmoded presentation methods, that they were not properly organizing their canvass, and that they were omitting important sales points. The net result was that the company was not getting nearly as much business as it should be getting, and would get, if the presentation were more thoroughly made. It was not practical in most cases to standardize the sales talk; but it was possible to standardize the selling plan and the order of presenting the sales points.

Sales portfolios can be used profitably in negotiated selling. These proposals are especially helpful when the decision must be made by a committee of executives other than those contacted by the salesman. Usually they are of a large enough size to tip on 8½- by 11-inch exhibits with printed pages standard to all presentations, and blank or almost blank pages for special data relating to the particular sale. There is usually a pocket in the inside back cover, where loose material referred to in the typewritten presentation can be inserted. The Addressograph-Multigraph Corporation, for example, submits these portfolio proposals when large installations, involving addressing systems, are under consideration. They are also effectively used in heavy machinery selling.

Another growing use for sales portfolios is on the dealer's counter. Some of these are quite elaborate. Dealers like them because they save them from having to carry a large stock. They also help them to do a better selling job for a line of products

which clerks may not know too much about. They are usually large enough to be impressive and to permit colorful illustrations which do the product full credit. Yet they should not be too large. If they take up too much counter room, the dealer is likely to store them behind the counter, and "out of sight is out of mind." Some companies furnish dealers with a low stand for holding their counter portfolios, which induces the dealer to make a place on his counter for the portfolio and to keep it there. Portfolios for use on the dealer's counter should depend upon illustrations more than text, and such text as is used should be set in large type so that it can be read by customers with poor eyesight. It is usual to bind this type of promotional piece with plastic ring-backs. This permits the portfolio to lie flat on the counter, and facilitates its use by the dealer or his clerk.

Dramatizing the Sales Points: When the product is sold to executives it is now common practice to supply salesmen with "visualizers" they can use in developing their presentation. These visualizers are of several types. Some of them are quite elaborate and represent a considerable investment. Others are merely a sheaf of printed pages which the salesman carries in his brief case, and hands to the prospect one at a time as he talks. One effective presentation of this sort was a pack of 5- by 8-inch cards, with each card serially numbered. As the salesman talked, he stood the cards, one at a time, against any object on the prospect's desk. The advantage of the loose cards was that they permitted the salesman to change their order according to the nature of the presentation he intended to make. The most popular type of visualizer is the 8½- by 11-inch ring binder, in which the presentation material is organized under quick reference tabs. This type of visualizer is recommended when the salesman must demonstrate or drive home certain points in his sales presentation and may not always desire to page through the entire book.

When salesmen sell from samples, if the line is long, portfolios containing full colored illustrations of the various numbers in the line are often used instead of actual samples. In selling shoes, for example, the salesman carries a few numbers to show the quality of workmanship, and depends upon colored illustrations to show the complete line. This saves the salesman a lot of work and the company a lot of money. Usually the portfolio is built up from photographic prints, tinted to show coloring. The photographs are arranged, loose-leaf fashion, in a portfolio type binder which the salesman can use over and over, simply by rearranging the contents.

Planning the Portfolio: A promotional portfolio, like any good sales tool, should have a plan behind it, and not comprise a lot of unrelated sheets or illustrations as is so often the case. The aim should be to help the prospect solve a specific problem. The desire to sell should be subordinated to a desire to serve. A portfolio should be so organized that it will support a salesman, and not attempt to do the entire selling job for him. An exception to this is the "silent salesman" type of portfolio used to ship from one customer to another to get direct orders.

An examination of a number of sales portfolios, used to support the salesman in making a presentation, shows the following general arrangement:

1. Pointing up the problem to get attention.
2. Dramatizing needs to focus interest.
3. Describing the product to win confidence.
4. Proving values to create desire.
5. Showing profits (or savings) to get action.

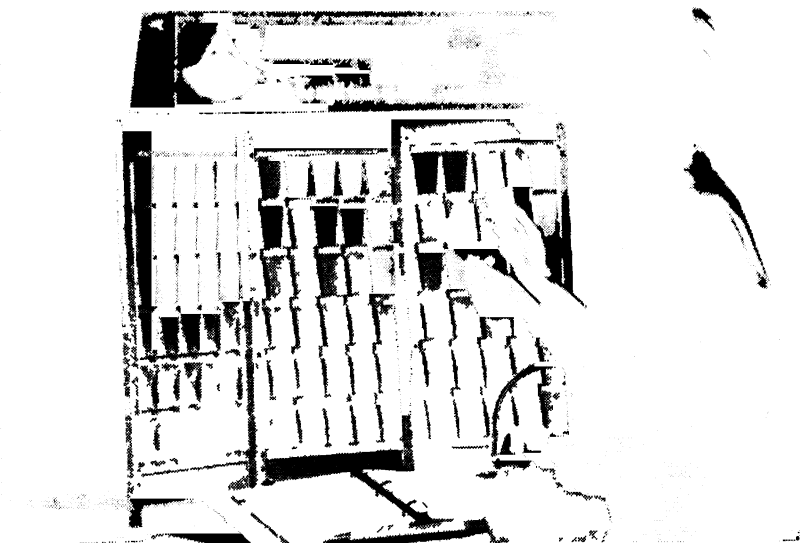
One of a new breed of visual sales tools, produced by Taylor-Merchant, that are versatile, lightweight, flat-folding, and employing real-as-life color strips to get the sales message across and leave a lasting visual impression. Some of the ways these viewer kits may be used are to introduce new products; demonstrate nonportable products; preview new ad campaigns; preview TV commercials; show facilities and services; "kick-off" new marketing programs.

However, not all sales portfolios are designed to serve as a track for a sales talk. For companies selling a "horizontal" service or a product used in different ways by different classifications

of businesses (for example, visual card index systems), the sales portfolio is arranged according to specific applications. This arrangement permits a salesman calling on a prospect in, say, the publishing business to turn to the section of his presentation book covering the application of his product to a publisher's problems. Similarly, insurance companies usually arrange portfolios according to the problem the agent is discussing with his prospect.

An East Coast life insurance company, for example, keys each page or exhibit in its visual demonstration portfolio, and furnishes agents with a list of pages covering: (1) Business insurance, (2) endowment insurance, (3) estate preservation insurance, (4) family protection, (5) monthly income insurance, (6) child education insurance, etc. The salesman puts markers in the pages he wishes to use, according to the type of insurance of interest to the prospect upon whom he intends to call.

In general, however, arrange visual pages so as to guide the salesmen through the psychological steps to the order. Thus the first few pages, or introduction, focus attention on the prospect's

A miniature cardboard replica of the Apeco "Dial-A-Copy" machine is a vital part of a sales presentation portfolio kit used for first calls. The pop-up model has proved to be a valuable asset for the salesman.

Paint companies have long recognized that color chip display units provide the best visual aid a retailer can have. This counter display is used by The Lowe Brothers Co — *Courtesy Point-of-Purchase Advertising Institute, Inc.*

problem. This approach assures prospect interest and attention. If the first several pages are devoted to glorifying the product and the house, the task of getting the prospect's favorable consideration is more difficult. He is interested in his problem and not yours. Some sales presentations lead off with a picture of the factory and the various departments in which the products are made. Such treatment may impress the owner of the business, but it leaves the prospect cold. It is hard to understand why sales managers who would not think of permitting their salesmen to talk about how their products are made, in opening a sales solicitation, sanction that treatment in a portfolio which supposedly their salesmen will use as a guide in telling their sales story.

Apeco's Pop-up Presentation: American Photocopy Equipment Company in Evanston, Ill., uses a unique portfolio approach. A miniature, three-dimensional cardboard replica of the "Dial-A-Copy" machine is set up as a focal point for the prospect. The model holds his attention while the salesman works from information in the portfolio. This kit, designed in flip-chart form, includes illustrations, diagrams and charts.

The combination of the model and portfolio presentation has resulted in a large number of direct sales, eliminating the need for a follow-up demonstration.

Presenting proof is, perhaps, the most important job a sales portfolio or visualizer has to do. It is the step in the sale which stops most salesmen. They need something more than words to turn the interest and desire they have created into conviction and action. The proof given in the presentation book supplements the verbal statements made by the salesman, and removes any lingering doubt from the prospect's mind. So long as those doubts remain, the chances for a close are thin indeed. The proof may take the form of photographs showing a piece of equipment at work; it may consist of certified statements from experts who have tested it in their laboratories; it may be reports from satisfied customers; it may be a sheaf of repeat orders from companies known in the industry to be smart buyers; or it may be copies of *unsolicited* testimonial letters. The nature of the proof will naturally vary according to the nature of the selling, but the value of the proof in completing the sale, no matter what the product might be, depends upon presenting it clearly and dramatically. For example, if testimonials are used, portions of the letter bearing a certain sales point should be set off by the use of colored marks, so the prospect will not let his mind wander while the salesman reads through long-winded letters. Most salesmen read poorly. Another way to prove acceptance for a product or a service is to bind into the portfolio a sheaf of photostatic copies of orders received from well-known companies, arranged by industries.

ORGANIZING THE MATERIAL

The well-organized portfolio will likewise help the salesman when it is time to close by summing up the reasons for buying in a simple chart, which the salesman can use to artfully bring his presentation to a close. If the technique is to close by giving the buyer a choice, then that choice would be made the closing feature of the book. Too many sales portfolios, supposed to carry the prospect through all the five stages of making the sale, fall down in handling the close. They leave the prospect hanging in mid-air. They should bring him back to his problem, and pave the way for the salesman to ask for the order.

The closing device used in the Coleman portfolio, previously mentioned, is a page showing, in relative size, pictures of the three sizes of Coleman heaters available. When the salesman

comes to this page of his visualizer, he stops for the prospect's reaction. If he senses the prospect is pretty well sold, he tries for a close by inquiring how much hot water the prospect uses in his home. He then suggests which of the three sizes the prospect should have. Another popular closing device, used when there is a choice of colors, is a color chart toward the end of the presentation. This gives the salesman a chance to try for a trial close on color selection. If he misses, he then proceeds with the remaining pages in the portfolio which are usually planned to lead up to a second, and even a third, trial close.

Some of the most effective portfolios used in selling magazine subscriptions close with a summarization followed by a pocket with an exposed order blank. When the salesman has finished turning each page of his portfolio, he stops talking when he comes to the order blank. If he has made his sale, the chances are nine to one that the suggestion will work, and the prospect will ask some question which indicates to the salesman that he is ready to sign on the dotted line. On the other hand, if the salesman has not sold his prospect, the suggestion of the order blank will usually cause him to mention some reason why he is not ready to buy, so that the salesman can proceed to his second closing tactic.

The "Canned" Sales Talk: How far to go in providing those who use visualizers with a "word-by-word" selling talk for each page is a moot question. Some sales managers, with sound reason, insist that it is better to list the points to be covered before turning the page, and let the salesman use his own words to drive the points home. These sales managers contend that when you try to put *your* words into the salesman's mouth, they rob him of *his* individuality and cramp his style. Another group of sales managers hold that a sales talk should be spelled out, word for word. They contend that the average salesman will adapt a canned sales talk to suit his method of selling, so you are better off to give it to him word for word. Doing it that way, they insist, reduces the risk of important points being underemphasized, and relatively unimportant points being overemphasized.

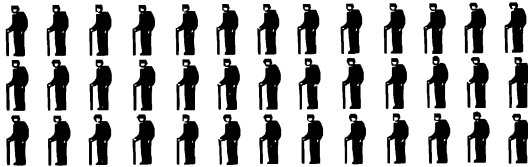
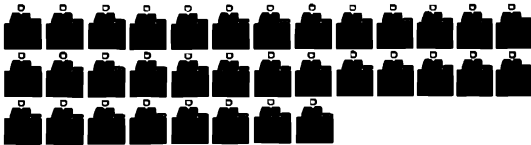
Thus, a number of the larger life insurance companies provide salesmen with a training manual to help them use the company's visualizer to best advantage, reproducing each page of the visualizer, and on a facing page (in the manual, not in the visualizer itself) printing the recommended talk to be used with that particular chart. For example, in selling life insurance it is

important to dramatize the relatively few people who are financially independent when they reach age 65. To do this the New England Mutual used the chart on this page to get the point across to the prospective applicant. The following sales talk was suggested:

When You Reach Age 65 Don't Be In The Majority

STATISTICS from *Fortune* magazine show that 91 people out of 100 who reach 65 are dependent upon charity or are still working for a living. Only 9 out of 100 have been able to retire on their savings.

When you reach age 65 you'll want to be one of the 9 who are financially able to retire. To assure your place with this successful minority invest in a New England Mutual Retirement Income Plan.

39 are living on charity

34 are still working for a living

18 are living on public or private pensions

9 are financially successful

A good portfolio "spells out" each sales point in a way that even a 12-year-old can understand. This chart dramatizes the well-publicized fact used by life underwriters that at age 65, 91 out of every 100 people are dependent upon others.

A survey by *Fortune* magazine helps to back up Mr. Kennedy's statement showing that 91 out of 100 people who reach age 65 are dependent upon charity or are still working for a living. Only 9 out of 100 have been able to retire on their savings.

I assume, Mr. Prospect, that like most men you're thinking of retirement some day. Isn't that so?

And I also assume, Mr. Prospect, that when you reach age 65 you'll want to be one of the 9 who are financially able to retire. Isn't that so, Mr. Prospect?

About how much money would you think it would be necessary for you to have to retire comfortably at age 65?

As Mr. Kennedy has said, a young man in business today can hardly meet living costs, much less accumulate any substantial amount of capital. Do you realize, Mr. Prospect, that for every $100 a month income you wish at retirement you'll have to have $48,000 invested at 2½ per cent interest? That's probably more than you will be able to save in the next 30 years, isn't it?

If I could show you a plan which would provide this $100 a month at about one-third of $48,000 you'd be interested, wouldn't you? Let me show you what I mean.

Types of Portfolios: The philosophy of the sales portfolio or visual presentation is that it provides the salesman with a track upon which to run. It is not intended (except in the case of "silent salesmen") to do the talking for the salesman. It is here most sales presentations, whether they are in portfolio or some other form, fall down. The most effective presentations are those which "high spot" a sales talk, but carefully avoid endeavoring to make a messenger boy out of the salesman. An examination of more than a hundred sales portfolios furnished salesmen as part of their sales kits showed the following types most popular:

THE ZIPPER CASE PORTFOLIO:

At present this is the most popular method for the visual presentation of a sales story. The secret of building this type of portfolio is to organize the material under finding tabs, so that salesmen can turn to needed data quickly without fumbling. Several of the portfolios sent to us carried cellophane envelopes, punched to fit the rings on the portfolio, in which original testimonial letters are placed (back to back so two letters were exposed in each envelope). Photographs mounted on muslin, punched for the rings, with printed data on the back, were also widely used.

EASEL TYPE PORTFOLIO:

This had a "run" several years ago and was very widely used by salesmen calling on customers, and some of them are still used in that way. However, salesmen object to carrying this type of equipment and since the development of the zipper case, its use has declined. It is still favored as a counter demonstration portfolio by clerks. Most of the portfolios of this type which we examined were too slow in starting. Too large a proportion of the pages was given over to "the build up." Our recommendations are that in developing these portfolios, especially for counter use, the presentation be speeded up. Another criticism is that most of those examined did not make the best use of color. In order to hold

interest and attention there should be plenty of "flash" and color. One-color presentation charts and pages are too drab to be effective.

SPIRAL BOUND PORTFOLIO:

Several different types of these were submitted. They were used principally for counter books and supplementary pieces for salesmen to use with customers. They were of two kinds: The wire spiral binding, and the flat celluloid, plastic binding. Some were very well done. Effective results are obtained when the leaves of these portfolios are of paper heavy enough to turn easily in the book. Large, striking photographs predominated in most of the portfolios we examined, the idea being to get the prospect or customer into the picture. In order to keep this type of equipment from becoming too quickly soiled, the pages may be "laminated" with cellophane or treated with a varnish preparation on the press. This treatment gives luster and depth of color to the illustrations, as well as prolonging the life of the portfolio.

TIMETABLE FOLDER PORTFOLIO:

A type of presentation book popular with companies which require a variety of presentations for different types of buyers. These are usually six and eight folds, with reinforced joints, so they may be carried conveniently in a brief case and opened up quickly and placed before a buyer. They are the least expensive of the various portfolios submitted. Pocket-size portfolios are used by book salesmen and others who require equipment which can be carried out of sight. These are usually made up in the timetable folder form.

SALESMASTER PORTFOLIO:

This kind differs from the conventional zipper type in having a series of Kardex pockets attached to one or both covers. These pockets hold cards which carry a connected story of the principal sales points arranged in logical fashion. These cards may be photographs, line drawings, or a combination of either with limited amounts of texts. Captions on the visible margin are arranged to flash the major sales points made on the body of the cards in sequence. Salesmen weave their story around the text or illustration on the cards. These portfolios are of lightweight and compact construction. There is space for testimonials, letters, order blanks, and other material under a concealed flap.

Regardless of which type of portfolio is used, however, it is most important that it be developed and laid out so that it will follow the presentation as used by a salesman in actual practice, rather than to endeavor to make a salesman's talk conform to a more or less theoretical arrangement.

"SELLING" THE PORTFOLIO TO THE SALES FORCE

As in the case of the sales manual, a presentation portfolio's value to the company depends upon getting it used. Some salesmen, unless they are "sold" on its worth, want no part of what they consider a "canned" presentation. They insist that it cramps their style, and that they can do a better job just talking informally with the prospect about his problems. They think pulling a portfolio on a prospect is a sure way to "freeze him." This view

is understandable since salesmen are inclined to overrate their ability to present a sales proposition. While some salesmen can do a better job without "props," experience has shown a sales organization as a whole will produce more business with good tools than it will without them. And in sales management we must deal with averages and not isolated cases.

To convince these skeptical salesmen that they can get more business with a presentation portfolio than they can without one, the best plan is to select a "guinea pig" territory, and if time permits, give a hand-tooled copy to some salesman who can be depended upon to make the very best use of it. It should be an average territory and the salesman should be neither in the top nor the bottom earnings' bracket. At the end of a 2-month test period, assuming results have been good (and it is up to the sales executive to make sure they are good), call the salesmen in and let the "test pilot" tell his story. Point out, as dramatically as possible, how the use of the visualizer helped the salesman to produce more closed business, saved call-backs and lost time, and made a definite contribution to his earnings. But don't let it die there. After the men return to their territories, a barrage of "experiences" should be kept going to them. Once the men have formed the habit of carrying their visualizers with them, and using them at every opportunity, they will consider them standard equipment in the same category with their order books or fountain pens.

If it is not practical to call the salesmen together to "sell" them on using the new visualizer, you will have to depend upon a letter, and it had better be good. Here is a letter that was used by the Squibb organization to promote the use of a portfolio designed to help Squibb salesmen show retail druggists how they could have more time for fishing:

Gentlemen:

"More Time for Fishing"--There are 42 pages in that portfolio--big fellow, isn't it? You can't catch Mr. Druggist on the fly between the fountain and the prescription department and expect to tell him this story.

No Sir. You have a real PLAN that is going to save the druggist many hours, create more sales, and provide him with a PROTECTED PROFIT. A profit that averages 44.1 per cent on Home Necessities and Merchandising Vitamin products when bought under the terms of this PLAN, not including Squibb Plan Promotional Earnings.

The first thing to do is to get a half hour alone with the dealer WHERE YOU WON'T BE DISTURBED. It is almost better not to open the book at all if you cannot get his uninterrupted attention.

Swell--you have the druggist alone--you are ready to start. We are not going to try to tell your story for you But we have worked quite a bit with the portfolio and perhaps there are a few suggestions we might make that will improve your own presentation and help the continuity So let's take it page by page--where the page doesn't require any additional comments, we have not made any

Practice telling your story perfectly until you get it smoothed out so that it is presented as a COMPREHENSIVE PLAN which is flexible and adaptable to the merchandising requirements of your dealers

Got your portfolio in front of you? Turn to Page 1 You are sitting down with the druggist now Let's go

PAGE 1--"'More Time for Fishing'--Bill, how would you like to get away from the store more often--go fishing, relax and enjoy yourself? I believe I know the answer to that question, and it's YES To let you do this, we have developed a plan which will help you maintain sales and profits and, at the same time, provide you with more time for yourself, and perhaps to go fishing if you like that great sport "

PAGE 2--"All signs point to some big changes in the drug business in the years just ahead For example, several of my accounts are enlarging their prescription departments, and when I attended our Summer Sales Conference, I saw a couple of beautifully arranged stores What impressed me was the large floor space, indirect lighting, open display and the new arrangement of windows which display the whole store

"Yes, things are going to be different

"Of course, I know that you are anxious to keep your volume at the 19-- level which averaged $25 89 per capita for the country You have to keep it high if you are to meet increasing costs of operation That's another reason for our PLAN since it provides you with an over-all profit of 44 1 per cent on Squibb over-the-counter products Besides that it gives you more time for yourself and more time for servicing your doctors and customers When you select profitable products to sell, you are bound to make more money "

PAGE 3--"As I said before, this is a complete PLAN and we can map your whole Fall Sales program from now right through December When we get through, you'll know WHAT you're going to do and WHEN you are going to do it I won't be bothering you every other week with this or that--you are going to save lots of time and things will run more smoothly because we will both know what we are doing You and I will be partners in this department of your store We will have a plan that works

"I want to show you this plan in broad detail, show you the things we are prepared to do to help you sell more merchandise more profitably I want to go through this fairly fast so you will get the complete picture We can come back and dig into details later Of course, I'll discuss any part you want as we go along, but let's look at it all first Among other things this plan includes "

Why Sales Portfolios Go Wrong: Richard Borden, of Borden and Busse fame, checked 1,000 sales executives attending a conference of the American Management Association to determine why the money annually invested in sales "props" and "presentation portfolios" sometimes produced such poor results. The

audience was checked first of all from the salesman's point of view. Those at the meeting were asked to consider themselves salesmen, rather than sales executives, and to check a list of objections gathered from salesmen who had been furnished sales "props" by the company. Then they were asked to consider themselves prospects for some product, and think back over the sales presentations to which they had been exposed, and answer another set of objections from the point of view of the prospect.

The result of the autopsy was as follows, the most common objections being listed with those having the highest number of mentions at the top of the list, and those with the least mentions at the bottom. It will be noted that the most mentioned objection from the salesman's standpoint was "bulk and weight."

FROM THE SALESMAN'S POINT OF VIEW:

1. It was too long and bulky. The prospect took one look at its "Gone-with-the-Wind" dimensions, and then started to figure out how he could cut me off before I got too far into it.
2. Each page of the presentation contained too much copy, which made for confusion. The printed page talked while I talked, so the prospect didn't really get either message.
3. The presentation was an advertising man's dream and gave everything except the brass-tacks dope which the customer wanted.
4. The presentation was difficult to manipulate physically, so there were awkward stages in setting up and turning its pages.
5. The damn presentation kept falling down.
6. The presentation was so complete in itself that it made me feel like an unnecessary dope—or a Western Union messenger boy.
7. The presentation was so bulky it made me feel like a safari every time I went out with it. A week after I got it, I dropped it behind the piano.
8. The presentation didn't talk my customer's language, confining itself to bragging about how good my company was, and what smart guys we had in our factory.
9. The presentation was so circusy in its whole makeup that it made me feel self-conscious and insincere.
10. The presentation didn't climax in material which would be helpful in closing the sale and getting the signature on the dotted line.
11. The presentation was foisted on me without any effort to train me in its use or sell me on its value.
12. The presentation was too dull, statistical, and "catalogy." It merely made my prospect say "Ho hum!"

FROM THE PROSPECT'S POINT OF VIEW:

1. The presentation was obviously prepared for consumption by a low-grade moron. This is a cat. The cat is being chased by a dog. ABC kindergarten stuff that insulted my intelligence.

2. The salesman read off all the captions on each presentation page, much to my disgust. After all, I can read.
3. The salesman wasn't familiar with the presentation, and displayed his unfamiliarity.
4. The presentation was too long-winded, going into unnecessary detail about company history and manufacturing procedure.
5. The sales presentation overclaimed and underproved. It assumed that because a statement was in print, I ought to believe it without further evidence.
6. The sales presentation alarmed me by its length and bulk.
7. The presentation was poorly sequenced and loosely organized. It served up its points in the form of goulash instead of a course dinner.
8. The salesman irritated me by the liberties he took with my desk, setting up some easel contraption.
9. The salesman turned to the next page before I could read what was on the first one.
10. The sales presentation had too much copy on each page, much of it printed in type so fine I couldn't read it easily.

The Instruction Sheet: Some of the best planned sales presentations go wrong because the salesmen don't know how to effectively use them. Executives experienced in developing visualizers and related sales tools find it is most important that those who are expected to use them are not only sold on their value as a sales aid, but *thoroughly* understand how to use them. This information is usually imparted at the time the portfolio is presented, but in addition an instruction or suggestion sheet should be enclosed so that the person who is supposed to use it can study it leisurely after leaving the meeting. The following instructions accompanied a visualizer prepared for the use of agents by Reliance Life Insurance Company of Pittsburgh:

IMPRESSIONS BY EYE, AS WELL AS BY EAR

When you use this presentation, what your prospect hears will be reinforced by what he sees. Pictures illustrating your selling story give at a glance more vivid impressions than hundreds of spoken words.

Unfortunately, insurance policies and insurance service are prosaic, sometimes a pretty dull subject to a layman; life, drama, color, and action may be added to your important message when you use a visual portfolio like this.

Particularly if you have not organized your sales presentation on analysis-survey service—the modern, proved agency approach—this graphic presentation of the subject will help you get across the most important points. Your complete analysis-survey story can be told far more briefly this way.

Visual presentation is particularly adapted for getting across a new idea—and

in spite of years of talking about it within insurance, only a very small percentage of buyers have ever had the analysis-survey idea well presented to them.

Sequence of ideas is tremendously important in selling. This book makes the selling points in logical sequence, and interruptions will not throw you off the track. Remember that selling is the process of guiding a prospect's mind from something of interest to him to your interest: Rendering analysis-survey service. This book can be *your* guide in guiding him.

You can hold the attention of two or three men much more easily with a presentation like this than you could without something to hold the attention of their eyes as well as their ears.

The experience of thousands of businesses shows that a standardized presentation—not a memorized "canned" sales talk but a methodical, point-by-point selling procedure—saves time and makes more sales.

When you put this closed book in front of your prospect, *turn the pages yourself*, and keep a hand lightly on the book. Watch his eyes and turn when he's ready. Repeat the words as he reads. When you get to the "First," "Second," "Third," and "Fourth" points—the meat of the presentation—give examples of each point from your own experience, and preferably from insurance situations similar to his.

Used correctly, and properly salted with actual examples you know about, the end of this book puts you in a position to start asking the questions on one of the questionnaires in the back pocket—it leaves you right where you want to be: Getting the information necessary for an analysis-survey.

It should be remembered that sales portfolios, whether of the visual or nonvisual type, deteriorate with use. It is therefore a good plan, since the run-on cost of producing this type of sales tool, after once on the press, is not great, to print enough copies to provide each man with a replacement if and when needed. If the portfolio is of the loose-leaf type, it is possible to make changes in the material from time to time, so that when replacement copies are sent to salesmen requisitioning them, they will be up to date as well as clean. Nothing so undermines the effectiveness of a sales presentation as a portfolio that is dog-eared and dirty.

In general, there are three broad classifications of portfolios and presentations, designed to do three different kinds of selling jobs:

1. *Standardized Forms,* which enable salesmen to give substantially the same story in the same logical sequence to many different buyers. This is the customary style of piece and its advantages and limitations are enumerated elsewhere. Usually it is big in size to give it impressiveness and to make the type readable at a distance, and is more suitable for use before groups than before individuals. Salesmen do not mind "putting on a show" before an audience, but an "audience" of only one more often than not results in self-consciousness and a feeling of pretentiousness on the part of both the salesman and his listener.

To avoid this difficulty, as well as the confusion of setting up large, complicated display pieces on a buyer's desk, it is advisable to make up presentations for showing to individuals in more modest form, preferably in such quantities that they can be left with the buyer after the showing for his later study and reference. "A small presentation for each buyer" may be a more profitable policy than "a large portfolio for each salesman," and it may not cost any more—if as much.

2. *Individualized Forms,* which are standardized to the extent of supplying an orderly framework of the basic sales story for the salesman to embellish with specific facts, figures, and exhibits relating to his prospect's individual case. This style is not ordinarily as elaborate as the regular standardized form because it is made up for leaving with the prospect rather than being part of the salesman's permanent equipment, but here again results are greater because of the individualization. And it is just as useful as a means of organizing the sales talk and visually emphasizing the important points. Addressograph and Multigraph salesmen are specially trained in the preparation of impressive-looking individualized presentations.

3. *Exhibit Forms,* which make an ideal way of showing actual physical exhibits when they are the basis of the presentation. Some compact, well-organized, impressive sales instrument is almost a necessity for properly showing collections of photographs of typical installations; different styles and models or pertinent manufacturing processes; series of advertisements, direct-mail pieces, displays or other dealer helps; actual samples of products, materials used in products, color swatches and combinations, and other tangible merchandise when it is of such size or shape that it can be put up in portfolio form. Especially when the physical objects can be suitably combined with brief text and graphic illustration to develop a coordinated sales story, are exhibit portfolios and presentations of great value.

Literature of this classification is closely related in use to the small hand projectors which some companies furnish their salesmen for showing the familiar 35mm. 2- by 2-inch slides or, as a comparatively recent development, the new full-color stereopticon slides. Printed materials, however, can be designed to lead more smoothly from one sales point to another; to employ a greater and more flexible number of attention-getters in the way of display type and lettering, cartoons, drawings, and illustrative matter of all kinds; and to build up more swiftly and dramatically to a climactic peak.

Chapter 15

MAILING LISTS

A MAIL-ORDER house recently insured its mailing lists for $1 million. The management quite properly figured that its list of buyers was one of its most valuable assets. In case of fire its loss would be a serious matter indeed, and while its mailing lists were kept in steel cabinets and other precautions taken to guard against their destruction, it would take several years and the expenditure of much time and effort to rebuild the list should anything happen to it.

There are some businesses where the difference between a profit and a loss on operations depends upon their mailing lists. For the mailing list is at once an opportunity for profit or a rat hole down which thousands of dollars may be poured before top management becomes aware of the loss.

Even in normal times there is a tremendous mortality in mailing lists. People die. People move. They change their business connections. Their interests change. Some idea of the rate of change may be found in the fact that the Chicago post office receives 650,000 notices of removal every year. There are few lists that do not have 10 per cent of the names change every year. Some have a turnover of 70 per cent. And 30 per cent changes in a list during a calendar year are not unusual.

Because the mailing list is important to the profitable operation of nearly every business, and because of these constant and continual changes in the list, there is a trend toward the simplification of mailing lists. In fact, some companies find it more profitable not to maintain any permanent mailing lists, outside of current buyers, but rent or purchase lists as needed from reliable sources, or to address directly from current directories and similar reference books. Impetus has been given to this trend by the advent of the mailing-list broker, who specializes on renting up-to-date lists of people with known buying habits, or buying preferences.

Then too, businessmen have come to depend more and more on the publishers of business and other periodicals for mailing-list service. Such lists, of necessity, are kept up to date by the publisher for his own use, and they include names of especially desirable prospective customers. For example, every year thousands of people start in business. About the first thing they do is to subscribe to a trade publication which covers the field of special interest to them. It might take a manufacturer of equipment or merchandise in that field a year or more to make contact with these newcomers were he to depend upon his own sources of information. By purchasing or renting lists as needed from publishers of business papers circulated in that field, the seller can reach these newcomers quickly and at a time when they are first coming into the market for the things he wishes to sell them.

Types of Mailing Lists: In the case of a company doing business with established customers, the mailing list is, of course, the backbone of the business. If you capitalize the profit earned on purchases by these names over the years they have been on the list, some idea as to the balance sheet value of such names may be determined. A mail-order house in Chicago, for example, found by this method that each name on its active customer list had a good-will value of $350 to the business. A new name may be worth only a dollar or so, but as money is invested in circularizing that name and building up in the mind of that person acceptance for what the company is selling, the value of the name multiplies rapidly. Mailing lists can be divided, grouped, or tabbed as follows:

1. *Customers with whom you are now doing business*—The customers' mailing list should be maintained in the sales department on card index address plates or stencils and not, as is often the case, kept only in the accounting department. It should be arranged geographically, with selector tabs or signals indicating the interests of the customer or, in the case of a company selling to a horizontal market, the customers should be tabbed according to their lines of business. Such classification permits the effective use of specialized follow-ups and enables a seller to select groups of customers for special orders.

It is a good practice to segregate the best customers into a "blue" list, identified by tabs or blue cards on the address plates; the next best customers in a "white" list with white cards; and so on. This arrangement permits closer working of the most profitable accounts and less frequent mailings to the occasional

buyer. Too often it is the practice to lump all customers together, regardless of their importance, with the result that too large a proportion of the sales budget is spent on the least important customers. Experience shows that about 20 per cent of the names on the average customers' list yield 80 per cent of the sales. It is upon this 20 per cent, then, that attention should be concentrated. Modern addressing equipment permits the centralization of lists, and selecting devices make it possible to pick out automatically names in any desired classification as the plates or stencils pass through the addressing machine.

2. *Customers with whom you once did business*—It is usually better to keep these names separate from the current customers' list. They should not be worked as intensively as active customers, especially when the account turnover is large and there are more names on the inactive list than on the active list.

Arrangements should be made with the accounting department to report monthly, when the statements are run off, all inactive accounts. In most businesses where loose-leaf ledgers are used, inactive ledger accounts are periodically transferred to a reserve ledger to facilitate posting. That is also a good time to transfer the address plate. When a name is transferred to the inactive customers' list, it should be dated with a rubber stamp. The list should be checked regularly, and all inactive customers more than 2 years old should be either discarded or transferred to a general prospect list.

The same method of classification and selection used for the customers' list should be followed on the inactive list. Since the mortality in a customers' list is due largely to individuals going out of business or changing their field of activity, it is important that mail returned by the post office should be watched carefully and other means taken to make sure that the former customer is still a prospect. Do not, however, put too much confidence in a salesman's recommendation that certain names on the inactive list be killed. Often accounts that a salesman thinks are dead will respond to mail treatment. Moreover, the fact that the salesman has probably stopped calling on the account makes it particularly important to keep contact.

3. *Prospects with whom you hope someday to do business*—Too little time is spent on this list. It is usually built hit-or-miss from trade directories, credit rating books, or classified telephone directories. Sometimes it is compiled by the telephone operator in her spare time, or it may be a stock list purchased from a mailing-list house. Salesmen and wholesalers are often provided

with slips on which they send in the names of those they consider live prospects. But no matter from what sources these names of prospective buyers are obtained, they should not be placed on a permanent mailing list unless and until they have been carefully checked.

How they should be checked depends, of course, on how they will be used. In the case of lists which are used less than four times a year it is possible to spend more money checking names than might be saved by the elimination of less likely prospects, duplicate names, etc. Some companies make a practice of giving such a list only a quick check, as, for example, by credit rating, then cutting a paper stencil for the name and junking the whole list every year. On the other hand, names of prospective purchasers who will be "worked" for several years to come, are checked more carefully, embossed on card index, *metal* address plates, and systematically rechecked at least once each year.

Write your prospects' names on this stub for your own reference

PAINT PROSPECTS Town ______ State ______

Date ______ Agent

Use this Card for the Names of Property Owners whose homes actually need painting

NAME	ADDRESS	INTERESTED IN		
		[illegible]	[illegible]	[illegible]

The More Good Worth-While Names You Send in The Greater Your Sales Will Be

A simple form furnished dealers to send in names of "hot" paint prospects to the Lowe sales promotion department. The dealer is asked to send in only names of property owners whose homes actually need painting. The form classifies each name according to what the prospect is going to paint, so that appropriate promotional literature may be mailed to him.

Ways in Which Lists May Be Checked: 1. One manufacturer checks the ratings of all retailers on its lists at specified intervals. Dun & Bradstreet and the services of the National Association of Credit Men are used in making the check. Only retailers whose ratings are maintained may remain on the list.

2. Another firm divides lists by territories and sends each section to the salesman covering that territory. The salesman goes over the list and makes necessary changes. As the salesman sends in many of the names, he readily recognizes "deadwood."

3. A manufacturer of ladies' wearing apparel sets a definite time limit after the last order, following which names are dropped from the mailing list. This keeps the list down to live names only. The inactive names are placed on a reserve list.

4. Many concerns subscribe to a clipping service which promptly informs them of firms that go out of business, burn out, are newly incorporated, consolidate, reorganize, and so on.

5. A manufacturer of machinery and supplies always precedes every important direct advertising campaign with a letter sent under *first-class* postage to every name on his mailing list. When letters are returned by the post office, those plates are removed.

6. Every year or so a manufacturer of office devices writes a letter frankly telling each one who has not responded the actual cost of keeping his name on the mailing list and asking the recipient to please reply if he desires to be kept on the list.

7. The Post Office Department will help you check mailing lists. Certain rules and regulations govern the charge for this service and the work that a postmaster is permitted to do for business firms. Check with your local postmaster for details.

Organization of Mailing List: A great deal of money is lost every year by loose control of mailing-list costs. There is, for example, the way lists are organized or arranged. Prevailing practice in most business establishments, which do only occasional direct-mail work, is to have different lists for different purposes. Thus there may be 20 lists for buyers of 20 types of products; for prospect groups engaged in various lines of business, etc. While there is considerable value to a business in having its lists so arranged, a multiplicity of mailing lists requires a multiplicity of checking to find the list in which a name is filed. Then, too, the increasing cost of addressing plates and stencils makes the duplication between names on these lists a matter of consequence. Modern practice is to maintain two overall mailing lists, an active list and an inactive list. Different lists are then consolidated under each of these two main divisions into one general list using a selector on the addressing machine to pick out names on any component list. The only reason for maintaining two lists, instead of throwing all names into one big list, is the saving of time in running the list.

No matter what arrangement is used, it is important that names which have been on the list for some time without results should be transferred to an inactive list. One way to do this is to use a different color stencil or address plate card for each year. Suppose all names added during a certain year were put on

imp

World's Smallest House Organ

19th Year June

MAKE PEOPLE HANKER FOR IT

Police Court Judge "Young man your face looks very familiar Have you ever been convicted by this Court?"

Witness "No, your Honor."

Judge "Remember you're under oath. Where have I seen you before?"

Witness "I'm the bartender in the saloon across the street."

Two youngsters were standing on the corner waiting for the light to change. Cars were driving through lights and stop signs, double parking and weaving in and out of traffic lanes. Said one child to the other with a sigh "What do you want to be IF you grow up?"

Man falling through the air from an airplane "Gad! That wasn't the wash room after all"

"You told me how good you were when I hired you three months ago," said the boss to the new typist "Now tell me all over again I'm getting discouraged."

A letter of resignation from a woman who had quit to have a baby "Dear Boss I am getting too big for this job"

Facts are facts. Everyone who buys your product wants such facts before he buys. But advertising's job is not only to convey information.

To be successful it must appeal strongly to the emotions — make a prospect HANKER for what you offer.

That's where the art of persuasive copywriting comes in.

Successful copy translates product facts into benefits that make a prospect hanker to buy what you have to sell.

Are you trying to sell with dull facts that may be of more interest to you than to the person you are trying to sell? Or does your advertising answer the prospect's question WHAT WILL THIS OFFER DO FOR ME?

Unless your advertising answers that question clearly, convincingly and honestly you are wasting a lot of good advertising money.

The parents of a teen age boy these days know exactly where he is at all times. He's in the family car. The only trouble is that they don't know where the car is.

Sent to you every month as a reminder that it pays to keep uninterrupted mail contact with your customers and prospects.

From the desk of ORVILLE E. REED, writer of Direct Mail Advertising, House Organs, Booklets, Sales Letters, Complete Mail Selling Campaigns, and Special Writing Assignments.
106 N. State Street Phone 65 Howell, Michigan

Mail This Card To Me At Your Own Risk

The jokes in IMP are: ☐ too old, ☐ too new, ☐ smelly, ☐ excruciating

I want to continue getting IMP: ☐ Kinda, ☐ I don't care, ☐ Can't live without it, ☐ Hmph!

I read IMP: ☐ Every issue, ☐ Once in a while, ☐ Never ☐ What's IMP?

Take me off the IMP list or I'll: ☐ sue, ☐ send a cop, ☐ put a hex on you, ☐ shoot the mailman.

Use this space for special insults not covered in the questionnaire above.

My name ______________________

Company ______________________

Address ______________________

City ______________ State ______________

Direct Mail Specialist Orville Reed used a double post card like this for clearing his mailing lists for his "world's smallest house organ." It made a hit with recipients and brought better than 60 per cent returns.

plates with red cards. When it might be desired to weed out the list all blue-carded address plates could be removed from the drawers for checking and comparing with the sales records.

Another way to accomplish the same result is to emboss the month and year the plate was put in file on the right-hand side of the plate, and then use a cut-off device to blank out the date

when addressing. Advantage of this method is that it permits running off the entire mailing list on paper strips which can be checked from time to time. After checking, these strips may be stored outside of the building for fire records. They would thus provide information which might be destroyed on the address plate record in case of fire, flood, or heat damage.

There are several different addressing systems on the market. Common practice is that when names must be written four or more times, it pays to put them on an inexpensive metal plate or fiber stencil. The fiber stencil has the advantage that it can be cut on any typewriter and does not require the purchase of a special embossing machine. Less storage space is required for mailing lists on fiber stencils than on card index metal plates However, there are systems using one-piece metal plates which are inexpensive and take up no more floor space than fiber ones.

For all-round use, however, the preference seems to be for the 3-piece embossed metal plate, with 12 tab positions. While the first cost of this plate is considerably higher, this is offset by a lower maintenance cost. Most of the cost of maintaining a mailing list is the time spent looking up names, making corrections, and reading plates or stencils as the case may be. Even a small daily saving in time spent justifies a higher first cost. Where lists run into the millions, as in the case of certain mail-order houses, fiber stencils seem to have the call.

The important thing when putting a mailing list on plates or stencils is to be sure the system adopted is capable of expansion. Mailing lists have a habit of growing, and unless the direction of growth is foreseen and provided for at the outset, unsuitable equipment, involving the remaking of thousands of address plates, can be very expensive. (See also Chapter 41, "Sales Promotion Equipment.")

The National Cash Register Company, which won the Henry Hoke Award of the *Reporter of Direct Mail Advertising*, centralizes its direct-mail operations at headquarters.

Mailing lists are maintained at Dayton on Speedaumat plates and new lists are compiled daily. Branch offices have only to specify the type of campaign wanted by classification number but headquarters will also mail to addresses supplied by the branch office.

The company aims for an inquiry rate per campaign of 5 percent. Inquiries are followed up by salesmen, and Dayton keeps a check on when the sales call is made, what happened and what is planned for each inquirer. One particular letter campaign, mailed to 45,982 bar owners, pulled at the rate of 12.3 percent.

Helping Dealers to Get Good Names: Most dealers, especially if located in a rural territory, are awake to the importance of not only building a live list of customers and possible customers, but keeping it up to date. It is to the interest of the manufacturer depending upon these dealers for sales promotional co-operation to help them develop a list which will yield maximum returns. Naturally, a dealer will soon taper off mailing manufacturer's promotional literature to his list unless he feels it is profitable. Too many lists used by dealers are woefully obsolete and cluttered up with "dead" names.

One national advertiser who has invested heavily in direct-mail promotions to lists furnished by dealers is Lowe Brothers Company, Dayton paint manufacturer. The company is convinced this is just about the most profitable type of promotion it can do, especially when filled in with the recipient's name in longhand (Mr. Jones). There are four series of these letters, each series requiring a different type of list. These series include: (1) General city series; (2) general farm series; (3) exterior product series; (4) interior product series.

DEALER NAME

TRADE NAME *(If different)*

STREET ADDRESS

CITY COUNTY

STATE ACCOUNT NO.

Leave this space blank

BUSINESS CLASSIFICATION

Mention principal classes of goods sold which give your store or business its recognition in your city or town

ADDITIONAL REMARKS

Please write plainly so that details furnished will be correctly recorded

This card is enclosed with the letter qualifying the customer. It is printed on ledger stock, and is 3½ by 5½ inches in size. This size is used so that the cards will fit into the regular mailing list files. The card is self-addressed and stamped.

In using these letters, Lowe dealers are urged to take great care to make sure the lists they send in are all good prospects for the sale of paints, and the company requires that the mailing list submitted by the dealer specify their interest, so they can be placed on the proper list. To make sure the names are good,

dealers are given six specific suggestions as to how they may obtain them:

1. By securing the names of people who come into your store for estimates.
2. By following new building permits.
3. By looking for houses needing paint.
4. By recording information on prospective work, secured from painters.
5. By following up old customers who should be ready for repainting and redecorating.
6. By having delivery man turn in names of people whose homes need paint —names secured in the course of his regular work.

Each of these cards may be made a special salesman for your store. Fill out the cards, mail to us, and we will have you close the business. Special promotion will begin as soon as the card reaches our Advertising Department.

Cleaning Up Old Mailing Lists: If a list is more than 4 years old, and has not been systematically kept up, it is usually just as well to scrap it and build an entirely new list. In building the new list, you can use, as a foundation, names which are definitely known to you to be good.

In the absence of any definite information about these names, and assuming that the probable percentage of good names among them is large, these questionable names should be worked with a special letter or mailing card and only those who reply put back on the list. Those who show no interest can be dropped entirely or put on a secondary list for occasional working. The cost of such a check-up may be reduced by enclosing with such letters a special-offer circular or inquiry-getting enclosure. In fact, this plan can profitably be used even where a list is periodically checked against returned mail. A suggested letter for checking a mailing list is shown below:

Dear Sir:

We have been glad to send you our catalogs and other literature in the past, but we have run into a problem which we sincerely hope you will understand.

The fast-growing demand for the catalog has made it necessary to review our mailing list from a cost standpoint.

We would be glad to continue sending the catalogs and literature to you were it not for the fact that the abnormal increase in the cost of publishing them compels us to limit the number of catalogs issued.

Accordingly, we are limiting the list to the names of customers from whom we receive an order each season.

We respectfully suggest that you send us an order for an article illustrated in the attached circular, or from the catalogs already in your possession. This will insure that your name is retained on our permanent mailing list.

Cordially,

Careful checking, at least every 2 years, is especially necessary on mailing lists of consumers furnished by dealers. Such lists should be run off by territories at least once a year and sent to salesmen to check. While too much dependence should not be placed on the checking done by salesmen, especially so far as adding new names is concerned, this method saves a great deal of money, and at the same time familiarizes the salesman with the support he is receiving from the advertising department. The best time to check a mailing list is just prior to issuing a new catalog, or any piece of sales literature which the prospect especially needs.

The use of the card in this way is a great attention-getter and in nearly every instance where this plan has been used it has produced very good results. A development of this same idea, showing its adaptable possibilities, is to print the cut of an address plate at the head of a letter and Addressograph the prospect's name and address on the illustration. It thus serves as a fill-in for personalizing the letter. The letter in this case starts out by referring to the fact that the address plate that is shown above has been in the files for 3 years, that 25 pieces of advertising have been sent to the person whose name appears on the plate but no letters or orders have been received.

An Effective Clean-Up Letter: There are, of course, any number of ways that can be used to eliminate dead names. One good plan is to date each card with a small dater showing the month and year the name went into the file. These names should be checked with the sales ledgers every year and if no interest is shown within 2 years, the plate should be taken out and transferred to a suspended list. But before doing so, a personal letter—preferably an individually typed letter—should be sent to each name to be sure that you are not killing a prospect who is on the verge of buying. A large paper company which uses this plan

finds that by mailing out a letter and Business Reply card about once a year, it can keep its mailing list free of dead names. In addition, mistakes growing out of wrong trade names, inaccurate addresses, and other misinformation are largely eliminated. This results in less delay in handling its sales records and fewer misunderstandings with its trade.

Another company cleans up its mailing lists every year by sending each name a two-way reply card. One card carries the word "NO." in big red letters—"Take us off your list, we are not interested because . . . " The other card, separated from the "NO" card by perforations, carries an equally big "YES—Keep us on your list to receive your bargain announcements."

When No R.F.D. Mailing List Is Available: Postal regulations permit mailing circular letters and sales literature to box holders on rural routes without the name of the addressee. Under the postal regulation, it is necessary to secure a list of the routes and route numbers and the number of boxes on each route for bulk mailings to R.F.D. box holders. The following letter is used as the first step in this plan, for securing this information. It is addressed to the postmaster in each town and is accompanied by a self-addressed, stamped envelope.

> Dear Sir.
>
> Will you kindly do us a favor by giving us, at the bottom of this sheet, the numbers of the rural routes running out of your office and also, if possible, the number of boxes occupied during the winter on each of these routes?
>
> This request is in accordance with a ruling by the Post Office Department at Washington.
>
> We enclosed a stamped, addressed envelope and shall appreciate your honoring this request at an early date.
>
> Very truly yours,

The postmaster gives the information requested on the bottom of this letter and returns it to the writer. By calling attention to the fact that the request is in accordance with postal regulations, any objection from the postmaster due to ignorance of department rulings is forestalled.

When the list is received at the home office, the envelopes are addressed mechanically by means of the Addressograph, Multigraph, or other forms of printing or addressing devices. A typical address is as follows: Box Holder, Route No. 6, Woodstock, Illinois.

A sufficient number of envelopes for each route number is printed without changing the address, then a change is made and another lot is printed for the next route number and post office.

No.	No.
For Distribution to Box Holders	Route
	P. O.
Route	State
P. O.	Section
	Quantity
Mailed State	Addressed
Number of Bundles for Route	Mailed

This form is used to identify bundles of mail for each rural route for each post office. The coupon at the right end is detached for office record and is numbered to correspond with the portion which goes to the post office.

The mail is sorted and tied into bundles, one for each route, after addressing and inserting. Each bundle is identified by means of a printed slip as is shown above. The coupon on the end of this slip is detached before mailing and is used as a record of the date of mailing, number of pieces, postage cost, etc.

Using the Post Office Department to Check Lists: The Post Office Department will help you check mailing lists. Certain rules and regulations govern the charge for this service, and the work which a postmaster is permitted to do for business firms. A phone call to your local postmaster, or to the nearest post office branch (if you are in a large city), will bring you the current information on costs for this service.

One of the requirements is that names be submitted to the post office on cards rather than on lists. The reason that the department requests list owners to submit them in card form, approximately the size and quality of ordinary post cards, one name to a card, with the owner's name stamped or printed in the upper left corner, can readily be seen when it is understood that in this form the employees in charge of the work are enabled to distribute them to the carriers the same as mail for correction instead of being corrected by the directory section.

Where concerns entitled to correction service under the provisions of the regulation mentioned above maintain mailing lists

by various classifications, postmasters are authorized to correct each separate classified list, or portion of the list, not more frequently than twice a year. Such concerns, when asking for correction service should indicate the particular list to which the desired corrections apply so that suitable notation may be made of the dates when such separate lists, or portions, are corrected in order that the frequency with which corrections are authorized may be tabulated by the post office.

Through the use of the various postmaster notices permitted by the department for second-, third-, and fourth-class mail it is possible not only to obtain the new address in case of a change but to direct the postmaster as to whether your mailing piece is to be returned to you, forwarded to the addressee, or destroyed; and whether the forwarding postage is to be paid by you or collected from the addressee.

In connection with first-class mail, while theoretically there should be a 100 per cent return of undeliverable first-class mail, it should be remembered that many pieces are forwarded from one place to another until they finally reach the addressee or his heirs. Consequently, the mailer frequently never gets the change of address or hears of the death of the addressee.

In recent years a new development in special mailing list sources has taken place. Formerly trade-paper publishers refused point-blank to furnish advertisers or advertising prospects with mailing lists for their industry. Their point of view was that to do so would compete with their own advertising space. But lately trade-paper publishing policies have changed. The better publications now confine their circulation effort to the 20 per cent of important buying units in their field which purchase 80 per cent of the equipment and supplies. This leaves a large fringe which cannot be covered through advertising in business papers. Most manufacturers prefer to spend only a small part of their appropriations to reach these small buyers. They concentrate their main efforts on the important "top" group through advertising in business publications covering it.

To provide advertisers with a means of reaching this fringe trade once or twice a year, publishers now sell mailing list service as well as advertising space service. Their central position enables them to secure and maintain lists for their field properly, better than an individual manufacturer could do it. By making a reasonable charge for the use of such lists, the publishers not only maintain their own mailing lists without cost, but are able to make a profit on the lists besides.

List Service You Can Get from Business Papers: Some of the ways in which special lists obtainable from business paper publishers may be used are mentioned in the promotion literature of one such publisher, The Chilton Company, Philadelphia, Pa. 19139.

1. ANALYZING YOUR MARKETS: With the name and address of every desirable wholesale and trade outlet in the country, you have the material for any kind of market analysis you wish to make. You can compare your list of customers with the total names. You can take any individual state, county, or even town, and do likewise.

2. DETERMINING SALES QUOTAS: If you wish to set a sales quota for your own sales staff or any of your wholesalers in any particular section, you can do so by the use of the trade names together with car registration, population, and wealth factors obtainable in these lists.

3. MAKING UP SALESMEN'S ROUTES: Knowing the number and location of both wholesale and retail outlets, salesmen may be routed so that the territory may be thoroughly covered with the least traveling expense. The classification of outlets permits you to select those that should be most receptive to your sales message.

4. REACHING THE RIGHT MAN: Chilton Trade List, in most cases, gives the name of the proprietor of retail and service outlets. It contains the names of the owners, buyers, and managers of all wholesale concerns. Knowing these keymen helps your salesmen produce more quickly and assures your mailing efforts reaching the individuals who really count.

5. DECIDING WHO GETS DISCOUNTS: Not only the wholesalers, but the retailers sometimes want jobber discounts. With Chilton Trade List it is easy to determine who are wholesalers and who are retailers. All outlets are classified and grouped.

6. EXTENDING CREDIT: Chilton Trade List tells you the value of the stock carried by wholesalers, the size of territory they cover and number of men traveled. The size of retail and service establishments is indicated, to an extent in the retail section, by the number of departments operated and the cars or trucks handled, if any. Whenever you receive an order from a concern not rated by the usual credit sources, this information will be of assistance until you obtain definite credit information.

7. ANALYZING DIFFERENT CLASSES AS CUSTOMERS: If you sell through jobbers alone, you can quickly learn which classes are your best customers. Maybe those handling parts only; maybe those handling parts and accessories in combination; maybe those specializing in tools. With the information in the Wholesale List, you can quickly make this analysis. If one class is better than another—Why? Maybe you have done more work with it or perhaps you have neglected the other classes. The same analysis can be made with the retail units in case you sell direct. Perhaps the car dealer is your best customer; maybe the independent repair shop. If you know this you can make your plans accordingly.

8. FOLLOWING NEW COMPANIES: They should be your best prospects. Normally 25,000 new concerns enter the automotive field every year. They must buy supplies and equipment. The time to reach them is when they are new. The New Name Bulletins—monthly supplementary service of the Chilton Trade List—re-

port these additions. There are in the neighborhood of 2,000 new prospects every month for the user of the list.

9. DROPPING CONCERNS OUT OF BUSINESS: No need of wasting time and postage on the dead ones. The Dropped Name Bulletins—which are a part of the monthly service—give you the names of all such outfits disappearing as customers or prospects.

10. CIRCULARIZING: To reach all the trade with comparatively little waste, it is necessary to use Chilton Trade List. It is kept up to date with additions and corrections.

11. CIRCULARIZING SELECTED GROUPS: With the Chilton Trade List it is easy. Your company can select any one of several groups for special mail work. There are many ways in which selection can be made according to state, county, population figures, vehicles handled, service rendered, or supplies sold.

The cost for mailing service, as furnished by publishers, is not as cheap as buying prepared lists from mailing list houses. But it must be borne in mind that a publisher spends a great deal of money to maintain his list, usually far more than a mailing list house could afford to spend.

Mailing List Information: There are almost as many different ways of getting names of persons who are prospects for what you sell as there are kinds of business. Some of these have already been mentioned in Chapter 6, "Sales Leads and Inquiries." A commonly used method of building mailing lists is to employ the services of some organization which specializes in their

LIST MAINTENANCE

American Marketing Services Inc.	List:
Plate Now Reads	Name Change
	Address Change
	New Listing
Plate Should Read	Change Notch Code Volume Returned
	Remove From List
	Bad Credit Risk

Ordered by: ______________________ Date: ______________________

List Maintenance by: ______________________ Date: ______________________

Example of list maintenance card used by American Marketing Services, Inc.
From the Dartnell Direct Mail and Mail Order Handbook

preparation. Such lists are usually compiled by checking trade and city directories with other reference books to get ratings, street addresses, and other needed information seldom collected in any single directory. When such lists are compiled, several carbon copies are made and kept on file for sale to others who might be interested in the same list of names. These mailing list houses publish printed lists of mailing lists available. Dun & Bradstreet offers a mailing list service with names of business establishments classified by number of employees, line of business, and so on.

Another good source for names is trade and special directories, of which there are several thousand. Many are kept up to date by revisions occurring annually or even oftener, especially when compiled by publishers of magazines in the same field.

A list of directories, with prices, publishers' names and addresses, and other available data, follows.

PRINCIPAL BUSINESS DIRECTORIES

ACCESSORIES BUYING GUIDE ISSUE OF MOBIL HOME JOURNAL, DAVIS PUBLICATIONS, INC., 505 Park Ave., New York, N. Y. 10022. Published in June. Yearly subscription, $5.

ACCESSORIES DIRECTORY, WOMEN'S WEAR DAILY, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Published in April and October. Price, 50 cents. Lists New York City manufacturers of women's accessories.

ADVERTISING, MARKETING, PUBLIC RELATIONS EDUCATION IN U.S., AMERICAN ADVERTISING FEDERATION, 655 Madison Ave., New York, N. Y. 10021. Price, $3. Includes 1,000 degree-granting U.S. colleges; advertising, marketing.

AEROSPACE YEARBOOK, SPARTAN BOOKS, A DIVISION OF BOOKS, INC., 1250 Connecticut Ave., N.W., Washington, D.C. 20036. Published annually. Price, 1967 edition, $11. Official publication of The Aerospace Industries Association. Pictorial review of aerospace events. A standard reference of U.S. aircraft, missiles, spacecraft, launch vehicles, drones, systems, engines, and sounding rockets. Vital data on leading aerospace manufacturers, government research and development, and civil aviation.

AGRI-BUSINESS BUYERS' REFERENCE, GRAIN TRADE BUYERS' GUIDE CO., 141 W. Jackson Blvd., Chicago, Ill. 60604. Published annually in March. Price, $6. Contains several hundred classified lists of manufacturers and suppliers of equipment for grain, feed, fertilizer, field seed, and farm supply handlers and processors, and of those servicing such equipment.

AGRICULTURAL ENGINEERS YEARBOOK, AMERICAN SOCIETY OF AGRICULTURAL ENGINEERS, 420 Main St., St. Joseph, Mich. 49085. Published annually. Price, $7.50. Includes ASAE standards, recommendations, data; roster of ASAE members; product directory; list of consultants and trade associations.

AIR CONDITIONING, HEATING & REFRIGERATION NEWS DIRECTORY ISSUE, BUSINESS NEWS PUBLISHING CO., 450 W. Fort St., Detroit, Mich. 48226. Issued in December. Included in yearly subscription price of $6. Lists manufacturers and distributors of air conditioning, heating, and refrigerating equipment.

AIR FORCE ALMANAC, AIR FORCE ASSN., 1750 Pennsylvania Ave., N.W., Washington, D.C. 20006. Published in September. Included in yearly subscription price of *Air Force & Space Digest* $7.

AIR FORWARDER, BUDD PUBLICATIONS, INC., 26 Beaver St., New York, N. Y. 10004. Published annually in July.

AIRLINE GUIDE, OFFICIAL, THE REUBEN H. DONNELLEY CORP., 209 Jackson Blvd., Chicago, Ill. 60606. Published monthly. North American Edition, $2.25 per copy, $18 per year; World-Wide Edition, $2.50 per copy, $24 per year. Also an international Quick Reference Edition at $5 per copy or $48 per year, or North America Quick Reference (twice monthly) at $2.50 per copy or $25 or $40 per year. Contains airline lists, schedules, and fares; alphabetical lists of cities served by air, with the airlines serving them. Quick Reference Edition shows lines and schedules for alphabetical list of cities.

AIRPORT AND BUSINESS FLYING DIRECTORY, AVIATION WEEK MAGAZINE, McGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually. Price, $5. Includes information on 4,500 airports in U.S.

ALCOHOLIC BEVERAGE INDUSTRY, RED BOOK ENCYCLOPEDIA OF, SCHWARTZ PUBLICATIONS, INC., 6 W. 57th St., New York, N. Y. 10019. Issued yearly. Price, $19.50.

AMERICAN ECONOMIC ASSOCIATION DIRECTORY OR HANDBOOK, AMERICAN ECONOMIC ASSOCIATION, 629 Noyes St., Evanston, Ill. 60201. Published irregularly; 1964 edition is available. Single copy, $8. Lists the 11,300 members of the association, including many teachers, with brief biographies of most of them.

AMERICAN FIRMS, SOURCES OF INFORMATION ON, FOR INTERNATIONAL BUYERS, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. C 42.2:Am3/965. Price, 15 cents.

AMERICAN JEWISH ORGANIZATIONS DIRECTORY, FRENKEL MAILING SERVICE, 24 Rutgers St., New York, N. Y., 10002. Price, $10. Includes 4,700 synagogues, Jewish social service organizations, hotels, restaurants, Jewish community leaders.

PRINCIPAL BUSINESS DIRECTORIES

AMERICA'S EDUCATION PRESS, EDUCATIONAL PRESS ASSOCIATION OF AMERICA, SCHOOL OF JOURNALISM, NEWHOUSE COMMUNICATIONS CENTER, Syracuse University, Syracuse, N. Y. 13210. Educational periodicals. Free to members; $15 to others.

ANALYTICAL CHEMISTRY LABORATORY GUIDE, AMERICAN CHEMICAL SOCIETY, 1155 16th St., N.W., Washington, D C. 20036. Issued in July. Yearly subscription, $5; to members, $4.

ANNUAL DIRECTORY OF ENGINEERING COLLEGE RESEARCH AND GRADUATE STUDY (1966); AMERICAN SOCIETY FOR ENGINEERING EDUCATION, 1345 Connecticut Ave. N.W., Washington, D C. 20036 Includes 11 000 research projects in 121 American colleges and universities, administrative officers, personnel engaged in research, etc. Price, $7.

APOTHECARY, APOTHECARY PUBLISHING CO., 375 Broadway, Boston, Mass. 02111. Subscription price, $3.

APPAREL MANUFACTURER DIRECTORY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Issued in July. Single copy, $3. Lists suppliers of machinery, equipment, fabrics, trimmings, and services for the apparel industry

APPAREL TRADES BOOK CREDIT CLEARING HOUSE DIVISION OF DUN & BRADSTREET, INC., 99 Church St., New York, N. Y. 10008. Includes 120,000 wholesalers and retailers in apparel and accessory lines.

APPLE ASSOCIATION REFERENCE BOOK, INTERNATIONAL, APPLE ASSOCIATION REFERENCE BOOK, 1302 18th St, N.W., Washington, D C 20036. Published annually. Includes members of the association in U S, Canada, and around the world.

ARCHITECTS, AMERICAN DIRECTORY, R. R BOWKER CO 1180 Avenue of the Americas, New York, N. Y. 10036. Price, $25 Includes 14,600 architects in U.S., and geographical listing of architectural firms.

ARENA, AUDITORIUM & STADIUM GUIDE, BILLBOARD PUBLISHING CO., 188 W. Randolph St., Chicago Ill. 60601. Published annually, in October. Single copy, $5 Contains two geographical lists (indoor and outdoor) of U.S. arenas, auditoriums, grandstands, stadiums, and theaters

ART, AMERICAN, WHO'S WHO IN, R. R. BOWKER CO, 1180 Avenue of the Americas, New York, N. Y. 10036. Published at three-year intervals. Price, $22.50 net prepaid. Contains short biographies of artists, art executives, illustrators, and sculptors, as well as lists of exhibitions, and an index based on geography. In addition, the 1966 edition includes collectors, patrons of art, art critics and editors, plus other leaders in the art field

ART COMMERCIAL, & PHOTOGRAPHY, WHO'S WHO IN, DIRECTOR'S ART INSTITUTE, INC, 176 E. 75th St., New York, N. Y. 10021. Published every other year (even years). Price, $20. Lists artists, art directors, photographers, and agents.

ART DIRECTORY, AMERICAN, R R BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Published every three years. Price, $22.50. Includes art museums, schools and associations in the U.S. and Canada, art magazines, fellowships and scholarships, major museums and art schools abroad, traveling exhibitions.

ARTISTS' GUIDE, published annually by AMERICAN ARTIST, 165 W. 46th St., New York, N. Y. 10036, as an independent publication. Published August 25. Includes product classifications, brand names, manufacturers' index, art books by name of book, author, type and price, also major articles on media and technique. Cost, $1.25 per copy. Sold in art stores and on newsstands.

ATOMIC ENERGY COMMISSION, SELLING TO, PROCUREMENT PROGRAM & ORGANIZATION, PURCHASING OFFICES, ETC., U.S. GOVERNMENT PRINTING OFFICE, Washington, D C. 20402. Catalog No. Y 3. At 7·2 Se 4/2/966. Price, 20 cents.

AUDIO-VISUAL COMMUNICATIONS, UNITED BUSINESS PUBLICATIONS, INC., 200 Madison Ave., New York, N. Y. 10016. Issued quarterly in 1967, bimonthly in 1968. Single copy, $1.50.

AUDIO-VISUAL EQUIPMENT DIRECTORY. NATIONAL AUDIO-VISUAL ASSN., INC., 3150 Spring St., Fairfax, Va. 22030. Published annually. Price, $6 if invoiced, $5.50 if check accompanies order.

PRINCIPAL BUSINESS DIRECTORIES

AUDIO-VISUAL MATERIALS, BLUE BOOK OF, EDUCATIONAL SCREEN & AUDIO-VISUAL GUIDE, 434 S. Wabash Ave., Chicago, Ill. 60605. Published annually in August. Price, $1 alone, or $4 as part of an annual subscription to *Educational Screen & Audio-Visual Guide*. Contains classified lists of manufacturers and distributors of audio-visual equipment and materials.

(Automatic Merchandising) DIRECTORY OF MEMBERS, NATIONAL AUTOMATIC MERCHANDISING ASSOCIATION, 7 S. Dearborn St., Chicago, Ill. 60603. Published in June Single copy, $25 Contains alphabetical listings of vending service companies, machine manufacturers and supplier members of NAMA. Information about the types of products supplied or manufactured is given for each company.

AUTOMOTIVE BUYERS GUIDE, INTERNATIONAL, the November issue of the foreign-circulated monthly publication *Automobile International*, MCGRAW-HILL, INC, 330 W. 42nd St, New York, N. Y. 10036. Available to nonsubscribers at $2. Offers highly detailed classified directory of automotive products manufacturers in U.S and abroad.'

(Automotive Cooling Journal) NATIONAL AUTOMOTIVE RADIATOR SERVICE ASSOCIATION, NARSA, INC., 7600 Macomb Rd, Grosse Ile, Mich. 48138. Published bimonthly.

AUTOMOTIVE DIRECTORY, NATIONAL, OF MANUFACTURERS AND THEIR SALES REPRESENTATIVES, W. R. C. SMITH PUBLISHING CO., 1760 Peachtree Rd. N.W., Atlanta, Ga. 30309. Issued in November. Single copy, $5.

(Automotive Engineers) SAE HANDBOOK, SOCIETY OF AUTOMOTIVE ENGINEERS, INC, 485 Lexington Ave., New York, N. Y. 10017. Published annually in December Price, $25.

AUTOMOTIVE NEWS ALMANAC, SLOCUM PUBLISHING CO., 965 E. Jefferson Ave, Detroit, Mich. 48207. Issued annually in April. Lists automotive companies, along with their executives, branches, and advertising agencies

AUTOMOTIVE SAFETY PRODUCTS DIRECTORY, BABCOX BUSINESS PUBLICATIONS, INC., 11 S. Forge St, Akron, Ohio 44304. Issued in June.

AVIATION DIRECTORY, WORLD AMERICAN AVIATION PUBLICATIONS, INC, 1001 Vermont Ave., N W., Washington, D.C. 20005. Published in June and December. Price, one to nine copies, $18 each, 10 or more, $16 each in U.S. and Canada Foreign—one to nine copies, $20 each; 10 or more, $18 each

AVIATION NEWS, GENERAL, BENDER PUBLICATIONS INC, 4077 W. Pico, Los Angeles, Calif. 90019. Price, $2 50.

AVIATION WEEK & SPACE TECHNOLOGY, BUYERS' GUIDE, MCGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036 Published annually. Price, 75 cents Information on 1,800 aerospace products for over 4 000 companies.

BAKING INDUSTRY BUYING DIRECTORY, CLISSOLD PUBLISHING CO, 105 W. Adams St., Chicago, Ill. 60603. Published each February. Price, $2 or $5 subscription price including directory issue. Includes classified list of manufacturers of equipment and supplies, index to trade names. 1967 issue now unavailable.

(Baking) PANADERO, LATINOAMERICANO (LATIN AMERICAN BAKERY)—monthly, BUYERS' GUIDE ISSUE—special issue. CLISSOLD INTERNATIONAL, INC, 105 W. Adams St., Chicago, Ill. 60603. (Editorial offices. 1602 Harold St, Houston, Tex. 77006) Published in July, in Spanish Controlled circulation.

BANK DIRECTORY, AMERICAN, 777 W. Peachtree St., N.E., Atlanta, Ga. 30308 Published semiannually. Price, $25. Includes 14,000 banks in U.S., with names of officers and directors principal correspondents, condensed statement figures, telephone number, transit number, and mailing address

BANKER, AMERICAN (a daily), DIRECTORY ISSUES, AMERICAN BANKER, 67 Pearl St., New York, N. Y. 10004. 130 published annually. Daily subscription price, including directory issue(s), $65. Includes "Who's Who" issue, lists banks with $10,000,000 or more deposits, another shows the 300 largest.

BANKER, INDUSTRIAL, AMERICAN INDUSTRIAL BANKERS ASSOCIATION, 1629 K St, N.W., Washington, D.C. 20006. Issued monthly, subscription price, $6 per year. Circulation, 9,500.

BANKERS ALMANAC AND YEAR BOOK, ILIFFE NTP, INC., 300 E. 42nd St., New York, N.Y. 10017. Published annually. Price, $40. Includes an international guide to the principal banks and insurance offices of the world.

PRINCIPAL BUSINESS DIRECTORIES

BANKERS DIRECTORY, INTERNATIONAL, RAND McNALLY & Co., Box 7600, Chicago, Ill. 60680. Published twice a year, in April and September. Price, $40. Includes banks around the world, directors, examiners, bankers' associations, clearinghouses, government financial agencies, etc.

BANKERS DIRECTORY, SOUTHERN. McFADDEN BUSINESS PUBLICATIONS, INC., 777 West Peachtree St., N.E., Atlanta, Ga. 30308. Issued in April. Price, $10.

BANKS' FINANCE MANUAL, MOODY'S, MOODY'S INVESTORS SERVICE, INC., 99 Church St., New York, N. Y. 10007. Published annually with twice weekly News Reports. Price, $115. Contains lists of banks, insurance companies, investment companies in U.S. and Canada.

BEAUTY AND BARBER SUPPLY DEALERS. DIRECTORY OF. NATIONAL BEAUTY AND BARBER MANUFACTURERS ASSOCIATION, National Press Bldg., Washington, D.C. 20004. Includes all suppliers to beauty salons and barbershops.

BEDDING BUYERS' GUIDE & COMPOSITE CATALOG, BEDDING MAGAZINE, Merchandise Mart Plaza, Chicago, Ill. 60654. Published annually. Price, $3. Includes all known supply sources for bedding manufacturers.

BEET SUGAR COMPANIES, AMERICAN, U.S. BEET SUGAR ASSOCIATION, 920 Tower Bldg., Washington, D.C. 20005. Free.

BEVERAGE INDUSTRY NEWS' CALIFORNIA YEARBOOK, INDUSTRY PUBLICATIONS, INC., 703 Market St., San Francisco, Calif. 94103. Published annually in April. Sold for $1.50 in connection with yearly subscription price of $7.50.

BEVERAGE MEDIA BLUE BOOK NUMBER, BEVERAGE MEDIA, LTD., 251 Park Ave., South, New York, N. Y. 10010. Published annually as a second section of the April issue of *Beverage Media*. Included in yearly subscription rate of $5. Lists brewers, distillers, liquor importers and wholesalers, etc., in New York City and upstate.

(Beverages) EL EMBOTELLADOR'S PLANT OPERATING MANUAL & BUYERS DIRECTORY, KELLER PUBLISHING CORP., 9 E. 35th St., New York, N. Y. 10016. Issued in April, in Spanish. Yearly subscription, $4.

BIOGRAPHIC REGISTER, THE DEPARTMENT OF STATE, U.S. GOVERNMENT PRINTING OFFICE, DIVISION OF PUBLIC DOCUMENTS, Washington, D.C. 20402. Price, $3.50. Includes principal officers of U.S. Department of State; U.S. Information Agency; Foreign Operations Administration, with biographies. Catalog No. S1.69:126—1967 ed.

BOARD MILL DIRECTORY, OFFICIAL, BETTENDORF PUBLICATIONS, INC., 228 N. LaSalle St., Chicago, Ill. 60601. Published each December. Price, $2 or $7 subscription in U.S.A. and Canada ($9 elsewhere), including directory. Includes regular and specialty mills, U.S.A. and Canada.

BOAT OWNERS BUYERS GUIDE, YACHTING PUBLISHING CORP., 50 W. 44th St., New York, N. Y. 10036. Issued in March. Price, $1.50.

BOND DEALERS, MUNICIPAL, U.S. DIRECTORY, THE BOND BUYER, 67 Pearl St., New York, N. Y. 10004. Published semiannually. Price, $10. Includes 1,700 municipal bond dealers and their personnel.

BOOK BUYER'S GUIDE, THE BOOK BUYER'S GUIDE, INC., 1405 N. Broad St., Hillside, N. J. 07205. Published every month. Price, $6.

BOOK INDUSTRY TELEPHONE DIRECTORY, THE: NAMES & NUMBERS, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Published annually as a supplement to the *Literary Market Place*. Price, $10. Alphabetical listing of companies and people in the book publishing industry, with their addresses and telephone numbers.

BOOK OF THE STATES, THE, THE COUNCIL OF STATE GOVERNMENTS, 1313 E. 60th St., Chicago, Ill. 60637. Published in even years, with two supplements in odd years. Price, $11.50 (with supplements, $15). These prices effective with the 1968-69 edition to be published in 1968, scheduled for spring. 1966-67 edition is sold out. Presents authoritative information, including many state-by-state tables, on the structures, administration, finances, and services of all the state governments. Lists selected officers of each state. The supplements contain, respectively, names of newly elected officials and legislators, and classified lists of administrative officials.

PRINCIPAL BUSINESS DIRECTORIES

BOOK TRADE DIRECTORY, AMERICAN, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Revised biennially. Price, $35 prepaid. Lists over 9,000 book outlets in U.S. and Canada, with names of key personnel, specialties, sidelines, etc. Includes publishers, U.S. and foreign; wholesalers, book-trade periodicals, etc.

BOWLING AND BILLIARD BUYERS GUIDE, THE NATIONAL BOWLERS JOURNAL, INC., 506 S. Wabash Ave., Chicago, Ill. 60605. Published annually in January. Controlled circulation. Single copy, $4. Lists about 1,500 manufacturers and suppliers.

BOWLING MAGAZINE'S YEARBOOK ISSUE. AMERICAN BOWLING CONGRESS, 1572 E. Capitol Dr., Milwaukee, Wis. 53211. Published in September. Single copy, $1.

BOXBOARD CONTAINERS' SUPPLIER DIRECTORY, MACLEAN-HUNTER PUBLISHING CORP., 300 W. Adams St., Chicago, Ill. 60606. Issued in January. Yearly subscription, $7. This is a classified directory of 1,500 suppliers to the corrugated, folding carton, rigid box and fiber-tube plants, and paperboard mills.

BOYS' WEAR DIRECTORY, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Published in April and October. Price, 50 cents. Includes New York City manufacturers of boys' wear.

BREWER, AMERICAN, BUYERS' GUIDE, AMERICAN BREWER PUBLISHING CORP., 33 Lyons Pl., Mt. Vernon, N. Y., 10553. Published annually; controlled distribution. Includes manufacturers and suppliers to the brewery industry. Single copy, $5 (plus postage).

BREWERIES, WORLD DIRECTORY OF, AMERICAN BREWER PUBLISHING CORP., 33 Lyons Pl., Mt. Vernon, N. Y. 10553. Published each October. Price, $12 (plus postage). Includes breweries around the world.

(Brick & Clay) AUTOCLAYMATION EQUIPMENT & MATERIALS REVIEW OF BRICK & CLAY RECORD, CAHNERS PUBLISHING CO., 5 S. Wabash Ave., Chicago, Ill. 60603. Issued annually in September. Price, $1 alone or $5 as part of yearly subscription. Lists new products in the brick and clay industry, and their manufacturers and distributors.

BROADCASTING YEARBOOK, BROADCASTING PUBLICATIONS, INC., 1735 DeSales St., N.W., Washington, D.C. 20036. Published each January. Price, $10, effective with January 1968 edition. One-book library of television and radio information. Fifty-one directories, 600 pages, fully indexed.

BROOM MANUFACTURERS BUYING GUIDE, BRUSHWARE PUBLICATIONS, INC., 44 N. Dean St., Englewood, N. J. 07631. Issued in June. Included in yearly subscription price of $4.

BRUSH MANUFACTURERS BUYING GUIDE, BRUSHWARE PUBLICATIONS, INC., 44 N. Dean St., Englewood, N. J. 07631. Issued in June. Included in yearly subscription price of $4.

BRUSHWARE BUYERS' GUIDE, BRUSHWARE PUBLICATIONS, INC., 44 N. Dean St., Englewood, N. J. 07631. Published annually as part of subscription to *Brushware Magazine*. Single copies, $1.50.

BUILDING CONSTRUCTION'S DIRECTORY ISSUE, CAHNERS PUBLISHING CO., INC., 5 S. Wabash Ave., Chicago, Ill. 60603. Published annually in May. Price, $3. Contains classified lists of manufacturers of building materials and equipment, and construction equipment.

BUILDING MATERIAL INDUSTRY REVIEW ISSUE, ANNUAL, OF BUILDING NEWS, BUILDING NEWS, 3055 Overland Ave., Los Angeles, Calif. 90034. Published in October. Included in yearly subscription price of $6.

BUILDING PRODUCTS GUIDE, HUDSON PUBLISHING CO., 175 S. San Antonio St., Los Altos, Calif. 94022. Published quarterly in January, April, July, and October.

BUILDING SUPPLY NEWS, CAHNERS PUBLISHING CO., INC., 5 S. Wabash Ave., Chicago, Ill. 60603. Purchasing and Selling File issue, with Specification Tables. Published annually in February. Price of February issue alone is $2.50; annual subscription, $5. Manufacturers of products sold through lumber and building material dealers; jobbers, wholesalers, distributors.

PRINCIPAL BUSINESS DIRECTORIES

BUSINESS ABROAD, THE INTERNATIONAL TRADE REVIEW, 466 Lexington Ave., New York, N. Y. 10017. Includes annual directory of foreign and international publications and their U.S. representatives.

BUSINESS DIRECTORIES, AMERICAN, GUIDE TO, PUBLIC AFFAIRS PRESS, 419 New Jersey Ave., S.E., Washington, D.C. 20003. Price, $3.75. Includes 1,800 lists of firms, grouped by industries cited and discussed.

BUSINESS PUBLICATION RATES AND DATA, STANDARD RATE & DATA SERVICE, 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly with updating bulletins. Price, $44 a year. Includes U.S. trade and other business publications, officers of magazine publishing companies.

BUTANE-PROPANE NEWS, DIRECTORY AND MARKET DATA ISSUE, BUTANE-PROPANE NEWS, 1543 W. Olympic Blvd., Los Angeles, Calif. 90015. Included with July issue of *News*. Includes manufacturers and suppliers to the liquified petroleum gas industry in U.S.

BUYERS BOOK, PHELON'S RESIDENT, PHELON-SHELDON PUBLICATIONS, INC., 32 Union Sq., New York, N. Y. 10003. Published in February. Price, $15. Includes ready-to-wear and dry goods buyers, 700 resident buyers, merchandisers, chain headquarters.

BUYERS PURCHASING DIGEST, BUYERS PURCHASING DIGEST CO., 918 N.E. 20th Ave., Ft. Lauderdale, Fla. 33304. Published monthly.

BUYING GUIDE MAGAZINE, DSC FOUNDATION, INC., 1290 Avenue of the Americas, New York, N. Y. 10019. Published each month except December. Price, 16 cents.

(Cable addresses) MARCONI'S INTERNATIONAL REGISTER, TELEGRAPHIC CABLE & RADIO REGISTRATIONS, INC., 2 Broadway, New York, N. Y. 10004. Price, $20. Lists 50,000 internationally prominent companies with their street addresses, telephone and telex numbers, nature of business, and cable address. Also, alphabetical cable address index. Published annually since 1898.

CALIFORNIA EMPLOYMENT DIRECTORY, CALIFORNIA EMPLOYMENT DIRECTORY, INC., 580 Market St., San Francisco, Calif. 94104. Published in January. Price, $10. Also available in sections, with cover, at $2 each. (Services; electronics; manufacturing, general; retailing/construction; Civil Service.)

(California) ENGINEERING & GRADING CONTRACTORS DIRECTORY, ENGINEERING & GRADING CONTRACTORS ASSOCIATION, 8402 Allport Ave., Santa Fe Springs, Calif. 90670. Published in March.

CALIFORNIA MANUFACTURERS REGISTER, TIMES-MIRROR PRESS, 1115 S. Boyle Ave., Los Angeles, Calif. 90023. Published in January. Price, $35.

CAMPING MAGAZINE, ANNUAL BUYING GUIDE, GALLOWAY CORPORATION, 5 Mountain Ave., North Plainfield, N. J. 07060. Published each March. Price, $6. Subscription price includes *Buying Guide.*

(Canada) DIRECTORY OF DIRECTORIES, THE FINANCIAL POST, 481 University Ave., Toronto 2, Ontario. Published annually in the spring. Price, $17 (Canadian dollars). Contains two alphabetical lists: one of Canadian executives and directors of Canadian companies; and one of Canadian companies, including executives and directors regardless of their place of residence.

CANADA YEAR BOOK, DOMINION BUREAU OF STATISTICS, Ottawa, Ontario. Published annually. Cloth bound, $5; paper bound, $3. Contains textual and statistical material dealing with the physical features of the country; machinery of government; vital statistics; public health and welfare; education; atomic, space, and industrial research; agriculture; transportation; communications; domestic and foreign trade; finance; national income and expenditure; information sources.

CANADIAN ALMANAC & DIRECTORY, THE COPP CLARK PUBLISHING CO., 517 Wellington St., W., Toronto 2B, Ontario. Published annually. Price, $13.75. Contains full astronomical tables, climate, population, etc. Lists Canadian and British government officials, diplomatic personnel in Canada and abroad. Has a complete legal directory, a post office and shipping guide, customs regulations and chambers of commerce, banks, insurance companies, stock exchanges, school boards, colleges, associations and vital statistics. Over 800 pages. Comprehensive index.

PRINCIPAL BUSINESS DIRECTORIES

CANADIAN ADVERTISING RATES AND DATA, STANDARD RATE & DATA SERVICE, 5201 Old Orchard Rd., Skokie, Ill. 60076, in collaboration with Maclean-Hunter, Toronto, Canada. Published monthly with updating bulletins. Price, $20. Outlines data for Canadian media including business papers, consumer magazines, farm publications, newspapers, radio and television stations, networks, and transit advertising.

CANADIAN TRADE DIRECTORY, FRASER'S, THE MACLEAN-HUNTER PUBLISHING CO., LTD., 481 University Ave., Toronto 2, Canada. Annual. Price, $25. Listing over 30,000 Canadian manufacturers, wholesalers, distributors and agents alphabetically by product. 2,000 pages.

CANDY BUYERS' DIRECTORY, MANUFACTURING CONFECTIONER PUBLISHING CO., 1031 South Blvd., Oak Park, Ill. 60302. Published annually. Price, $5. Includes commercial candy manufacturers and brokers.

CANDY, INDUSTRY CATALOG & FORMULA BOOK, MAGAZINES FOR INDUSTRY, INC., 777 Third Ave., New York, N. Y. 10017. Published annually in April. Price, $5. Lists the industry's sources of equipment, materials, supplies, and services.

CANDY WHOLESALER, NATIONAL, ANNUAL CONVENTION ISSUE, NATIONAL CANDY WHOLESALERS ASSOCIATION, 1343 L St., N.W., Washington, D.C. 20005. Published each August. Price, $5, including the following directories: January—Bulk Confectionery and Packaging Supplies; February—Vending Goods; March—Fountain Supplies; April—Penny Candy; May—5 cent & 10 cent Bars; June—Fund Raising Goods; July—Halloween Candy; September—Christmas Candy; October—Sundries, Toys and Novelties; November—Valentine and Easter Candy; December—Annual Membership Directory.

CANNER/PACKER YEARBOOK, VANCE PUBLISHING CORP., 300 W. Adams St., Chicago, Ill. 60606. Annual. Includes manufacturers and suppliers to food packing industry.

CANNERS DIRECTORY, NATIONAL CANNERS ASSN., 1133 20th St., N.W., Washington, D.C. 20036. Published biennially. Price, $5. Includes geographical list of canners and members of NCA; also members of National Food Brokers Assn., and Canning Machinery & Supplies Assn.

CAR AND LOCOMOTIVE CYCLOPEDIA, SIMMONS-BOARDMAN PUBLISHING CORP., 30 Church St., New York, N. Y. 10007. Price, $20.

CASUAL LIVING DIRECTORY, WILSIR PUBLICATIONS, 301 Sylvan Ave., Englewood Cliffs, N. J. 07632.

CATHOLIC DIRECTORY—THE OFFICIAL, P. J. KENEDY & SONS, 12 Barclay St., New York, N. Y. 10007. Issued annually in May. Hardbound, deluxe edition, $15 (1968 issue will be $17.50); paperbound edition, $13 (1968 edition will be $15).

CATHOLIC EDUCATION, SUMMARY OF, UNITED STATES CATHOLIC CONFERENCE, 1312 Massachusetts Ave., N.W., Washington, D.C. 20005. Gives statistical data on each level of education for two years. Published biennially. Price, $2 prepaid.

CATHOLIC PRESS DIRECTORY, CATHOLIC PRESS ASSOCIATION OF U.S., 432 Park Avenue, S., New York, N. Y. 10016. Price, $5. Includes Catholic publications in U.S. and Canada.

CATHOLIC SCHOOL GUIDE, THE CATHOLIC NEWS PUBLISHING CO., INC., 251 Park Ave. S., New York, N. Y. 10010. Published in four regional editions: Metropolitan New York; New England; Upper New York State; Pennsylvania. Includes all Catholic colleges in U.S.A., Catholic boarding schools in the East, Catholic high schools and grammar schools in the Northeast. Information includes: name, address, phone number, officials, rates, number of students.

CATHOLIC SECONDARY SCHOOLS IN THE U.S.A., A LISTING OF, UNITED STATES CATHOLIC CONFERENCE, Department of Education, 1312 Massachusetts Ave., N.W., Washington, D.C. 20005. Published biennially. Price, $2 per copy prepaid. Complete list of Catholic secondary schools with name and address. Current edition published in July 1967.

CEMETERY DIRECTORY, INTERNATIONAL, AMERICAN CEMETERY ASSOCIATION, 329 E. Broad St., Columbus, Ohio 43215. Price, $40. Lists 10,000 cemeteries, U.S. and Canada.

PRINCIPAL BUSINESS DIRECTORIES

CERAMIC COMPANIES, ANNUAL DIRECTORY OF, AMERICAN CERAMIC SOCIETY, 4055 N. High St., Columbus, Ohio 48214. Published annually in January. Price, $2.50. Lists ceramic companies.

CERAMIC DATA BOOK, CAHNERS PUBLISHING CO., 5 S. Wabash Ave., Chicago, Ill. 60603. Single copy, $8.50. Includes classified and alphabetical lists of the manufacturers and suppliers to the ceramic industry.

CERAMIC SOCIETY BULLETIN, AMERICAN, ROSTER ISSUE, AMERICAN CERAMIC SOCIETY, INC., 4055 N. High St., Columbus, Ohio 43214. Published annually. Subscription price, including directory issue, $6. Foreign postage, $2. Single copies, $2 (plus postage). Includes members of the society.

(Ceramics) AUTORAMICS ISSUE OF CERAMIC INDUSTRY, CAHNERS PUBLISHING CO., 5 S. Wabash Ave., Chicago, Ill. 60603. Published annually in September. Price, $1, if purchased separately. No charge if part of annual subscription. Describes the year's new automatic machinery and equipment in the ceramics field, with a listing of manufacturers and distributors.

CHAIN STORE AGE BUYERS' REFERENCE ISSUE & DIRECTORY OF MANUFACTURERS, CHAIN STORE AGE, 2 Park Ave., New York, N. Y. 10016, as part of Variety-General Merchandise Editions. Includes listing of manufacturers of resale merchandise sold in variety-general merchandise chains. Also includes merchandising trends and operations figures for major chains. Single copy, $2.

CHEMICAL IMPORTERS AND DEALERS, TRADE LISTS, BUREAU OF INTERNATIONAL COMMERCE, Washington, D.C. 20230. Price, $1. Separate trade lists of foreign business firms available for 55 countries.

CHEMICALS & GASES, SELECTED INORGANIC, DIRECTORY OF MANUFACTURERS OF, 1960, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. C 3.158: M28A (60)-13/supp. 3. Price, 25 cents.

(Chicago) BUILDING CONSTRUCTION EMPLOYERS' DIRECTORY, BUILDING CONSTRUCTION EMPLOYERS' ASSOCIATION, INC., 228 N. LaSalle St., Chicago, Ill. 60601. Published each February. Includes contractors and subcontractors in the Chicago building trades, building trade unions.

CHICAGO BUYERS' GUIDE, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Published annually. Free. This is a list of suppliers in the Chicago metropolitan area.

CHICAGO, FOREIGN CONSULATES IN, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Free to CACI members; 50 cents to others. Contains a list of consulates and their personnel.

CHICAGO, METROPOLITAN, MAJOR EMPLOYERS, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Published periodically. Price, $7. This is a list of Chicago firms employing over 250 people.

CHICAGO TRANSPORTATION FACTS, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Price, $2. A 68-page publication listing Chicago transportation media, maps, and other material of interest to shippers, receivers, and carriers of all types. Includes railroads, motor carriers, airlines, freight forwarders, express companies, steamship lines, conferences and representatives, barge lines, bus lines, warehouses, movers, and commercial piers, wharves, and docks.

CHICAGO AND VICINITY BUILDING TRADES REFERENCE BOOK, BUILDERS' COMMERCIAL AGENCY, INC., 105 N. Oak Park Ave., Oak Park Ill. Published each January. Includes contractors, building material dealers and buyers, banks, mortgage makers. Price, $97.50.

CHILDREN, DIRECTORY FOR EXCEPTIONAL, PORTER SARGENT, 11 Beacon St., Boston, Mass. 02108. Complete listing of all facilities available for the instruction, care, development and encouragement of the exceptional child. Contains descriptions of schools, homes, hospitals, clinics and services for the retarded, disturbed, maladjusted and physically handicapped. Price, $7.

(Children's wear) EARNSHAW'S INFANTS' & CHILDREN'S REVIEW, EARNSHAW PUBLICATIONS, INC., 101 W. 31st St., New York, N. Y. 10001. Published monthly for retailers and manufacturers of clothing for infants and children.

PRINCIPAL BUSINESS DIRECTORIES

CHINA, GLASS AND TABLEWARE RED BOOK, EBEL-DOCTOROW PUBLICATIONS, INC., 23 E. 26th St., New York, N. Y. 10010. Published annually in May. Price, $5. Includes importers, manufacturers, and representatives of chinaware, glassware, and tableware products.

CHURCHES, AMERICAN, YEARBOOK, NATIONAL COUNCIL OF CHURCHES, 475 Riverside Dr., New York, N. Y. 10027. Published annually. Price, $7.50. Includes executive officials of national cooperative organizations, religious bodies in U.S. and Canada, general state and local councils, seminaries, colleges, and religious periodicals.

CHURCH MANAGEMENT'S ANNUAL DIRECTORY NUMBER, CHURCH MANAGEMENT, INC., 13308 Euclid Ave., Cleveland, Ohio 44112. Issued in July. Single copy, $1; per year, $5.

CLUB EXECUTIVE MAGAZINE, THE ANNUAL AUGUST DIRECTORY ISSUE, ARMY TIMES PUBLISHING CO., 2201 M St., N.W., Washington, D.C. 20037.

CLUB MANAGEMENT'S EQUIPMENT & HOTEL EXPOSITION ISSUE, COMMERCE PUBLISHING CO., 408 Olive St., St. Louis, Mo. 63102. Published in October. Included in annual subscription price of $3.

COAL BUYERS MANUAL, KEYSTONE, MCGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually in May. Price, $45. Contains directories of coal mines, distributors, exporters, carriers, related associations, and consumer directories for electric utilities, coke and cement plants.

COAT, SUIT & DRESS DIRECTORY, WOMEN'S WEAR DAILY'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued June and December. Price, 50 cents.

COKE PLANTS IN THE UNITED STATES AS OF DECEMBER 31, 1960, U. S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. I 28:27:8061. Price, 20 cents.

COLLECTION AGENCIES, AMERICAN DIRECTORY, SERVICE PUBLISHING CO., Washington Bldg., 15th and New York Ave., N.W., Washington 20005. Published winter and summer. Price, $7.50 per year. Includes collection agencies and collection attorneys throughout U.S.

COLLEGE BLUE BOOK, CHRISTIAN BURCKEL, 1709 W. 8th St., Los Angeles, Calif. 90017. Price, $75. Nine books bound in three volumes. 3,000 pages. Professional reference work of American higher and secondary education.

COLLEGE MEDIA, DIRECTORY OF, B. KLEIN & COMPANY, 104 Fifth Ave., New York, N. Y. 10011. Price, $15. Geographical register of college newspapers, magazines, etc. Last edition, 1958.

COLLEGE PLACEMENT ANNUAL, COLLEGE PLACEMENT COUNCIL, INC., 35 E. Elizabeth Ave., Bethlehem, Pa. 18018. Released every fall. Material due in spring.

COLLEGE STORES, DIRECTORY OF, B. KLEIN & CO., 104 Fifth Ave., New York, N. Y. 10036. Published annually in May. Price, $17.50. Contains list of college stores, type of merchandise sold, college name, number of students, and other vital selling information.

(Colleges) ACCREDITED HIGHER INSTITUTIONS, 1960, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. FS 5.250:50012-64. Price, 70 cents.

COLLEGES AND SPECIALIZED SCHOOLS, PORTER SARGEANT, 11 Beacon St., Boston, Mass. 02108. Designed for maximum adaptability and unique usefulness to help in matching school programs to individual needs. More than 1,800 institutions are classified under academic, business, technical and creative categories for concise, authoritative reference with admissions' criteria, names of school officers, programs and events, unusual features, special facilities, sports and activities, rules and regulations. Price, $6.

COMMERCE AND INDUSTRY, WORLD WHO'S WHO IN, MARQUIS—WHO'S WHO, INC., 210 E. Ohio St., Chicago, Ill. 60611. Price, $27.50. Vol. 14: 30,000 business executives the world over, biographically sketched and key-indexed to over 9,000 leading businesses. Prepublication list price, $30, after-publication list price, $40.

PRINCIPAL BUSINESS DIRECTORIES

COMMERCIAL CAR JOURNAL FLEET BUYERS DIRECTORY, CHILTON CO., 56th and Chestnut Sts., Philadelphia, Pa. 19139. Published annually in November. Single copy, $2; yearly subscription, $20 in U.S. and Canada.

COMPANIES FILING ANNUAL REPORTS WITH THE SECURITIES & EXCHANGE COMMISSION, ETC., U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. SE 1.27:965. Price, $1.50. Companies are listed by industry groups and also alphabetically.

COMPUTER YEARBOOK AND DIRECTORY, AMERICAN DATA PROCESSING, INC., Book Bldg., Detroit, Mich. 48226. Published annually. 1966 edition now available. Not published in 1967. 1968 edition available spring 1968. Price, $25 (plus $1 postage and handling).

(Confectionery Industry) PURCHASING EXECUTIVES BLUE BOOK, MANUFACTURING CONFECTIONER PUBLISHING CO., 1031 South Blvd., Oak Park, Ill. 60302. Published annually in July. Price, $1 (or included in $3 annual subscription). Includes classified lists of manufacturers of equipment and materials.

CONGRESSIONAL DIRECTORY, OFFICIAL, SUPERINTENDENT OF DOCUMENTS, GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Price, $3 regular edition or $4.75 thumb-indexed edition. Contains lists and brief biographies of Members of Congress; shows the membership of Congressional committees and the committee assignments of each member, and names of their secretaries; lists the bureaus and other agencies surrounding each cabinet officer and names the principal officials of each, as well as of the White House and of independent agencies; includes sketches of present and retired members of the Supreme Court and present members of various other Federal courts; and lists the personnel of the 10 U.S. Courts of Appeals, and of several other courts; lists our diplomatic and consular offices and many of their officers; names the accredited members of the various press galleries, and their press or other affiliations; and shows the membership of the United Nations and the principal personnel of other important international organizations. Catalog No. Y4.P93/1:1/89-2.

CONSTRUCTION DESIGN CHARTS (revised edition), WESTERN CONSTRUCTION, 609 Mission St., San Francisco, Calif. 94105. 220-page book. Price, $10.

CONSTRUCTION-EQUIPMENT GUIDE FOR CHAIN STORES & SHOPPING CENTERS, CHAIN STORE AGE, LEBHAR-FRIEDMAN PUBLICATIONS, INC., 2 Park Ave., New York, N. Y. 10016. Issued in May. Included in yearly subscription price of $3. Single copies, when available, 50 cents.

CONSUMER FINANCE ROSTER, NATIONAL CONSUMER FINANCE ASSOCIATION, 1000 16th St., N.W., Washington, D.C. 20006. Price, $30. Includes listings of about 22,365 consumer finance offices in the U.S., Guam and Puerto Rico.

CONSUMER MAGAZINE AND FARM PUBLICATION RATES AND DATA, STANDARD RATE & DATA SERVICE, 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly with updating bulletins. Reports rates for pertinent data on U.S. and international consumer magazines and farm publications.

CONTACT LENS TRADE DIRECTORY AND BUYERS' GUIDE ISSUE, OCCIDENTAL PUBLISHING CO., 3924 Sunset Blvd., Los Angeles, Calif. 90029. Published in October. Also features WHO'S WHO OF WESTERN OPTOMETRY—a list of names and addresses of every important office holder in the West.

CONTAINER DIRECTORY, OFFICIAL, BETTENDORF PUBLICATIONS, INC., 228 N. LaSalle St., Chicago, Ill. 60601. Published semiannually in May and November. Single copy, $10; per year, $15; three copies to same buyer, $8 each, or $12 per year. Includes box, carton, packaging machinery, and fiber can and drum plants.

CONTRACTORS, ASSOCIATED GENERAL, DIRECTORY ISSUE, AGC INFORMATION, INC., 1957 E St., N.W., Washington, D.C. 20006. Published in July. Price, $25. Lists general contractors in U.S.

CONTRACTORS' ELECTRICAL EQUIPMENT'S GUIDE BOOK ISSUES, SUTTON PUBLISHING CO., INC., 172 S. Broadway, White Plains, N.Y. 10605. The Tool Issue & Guide Book is issued in June; the Electric Heating Issue & Guide Book in August.

(Contractors, Engineers, etc.) ABC DIRECTORY, ABC PUBLISHING CO., 2501 Raymond Dr., Des Moines, Iowa 50310. Issued in March. Price, $25.

PRINCIPAL BUSINESS DIRECTORIES

CONVENTION DATES MAGAZINE, WORLD, WORLD CONVENTION DATES, 91 N. Franklin St., Hempstead, N. Y. 11550. Published monthly; cumulative semiannually. Price, $20. Includes over 25,000 conventions.

CONVENTION FACILITIES ISSUE, SALES MEETINGS, 1212 Chestnut St., Philadelphia, Pa. 19107. Published annually in April. Price, $1.50. Lists convention facilities of hotels, etc., around the world; exhibit builders and show suppliers; convention services and products.

(Convention) FAIRS AND EXPOSITIONS, INTERNATIONAL ASSOCIATION OF, Frank H. Kingman, secretary, INTERNATIONAL ASSOCIATION OF FAIRS AND EXPOSITIONS, 777 Arbor Rd., Winston-Salem, N. C. Published annually, includes 2,000 county, state, and regional fairs each year.

CONVENTIONS, DIRECTORY OF, DIRECTORY OF CONVENTIONS, INC., 1212 Chestnut St., Philadelphia, Pa. 19107. Published annually with supplement in July. Price, $15. Includes 18,000 conventions annually in U.S. and Canada; names and titles of executives in charge of event.

CORPORATION DESCRIPTIONS, STANDARD, STANDARD & POOR'S CORP., 345 Hudson St., New York, N. Y. 10014. Published in six alphabetical volumes, each containing seven replaceable sections a year, plus an index of the companies (including cross references in case of merger, name change, etc.). Subscription rate, $236 a year.

CORPORATIONS, DIRECTORS AND EXECUTIVES, POOR'S REGISTER OF, STANDARD & POOR'S CORP., 345 Hudson St., New York, N. Y. 10014. Published each January, plus supplements. Lists 31,000 U.S. and Canadian firms with their officers and directors, 75,000 such executives in an alphabetical list, with home addresses; products in a classified list.

CORRECTIONAL INSTITUTIONS, AMERICAN CORRECTIONAL ASSOCIATION, 1000 Shoreham Bldg., Washington, D.C. 20005. Published annually. Price, $2.50. Includes prisons, etc., in U.S. and Canada.

CORSET & BRASSIERE MAGAZINE ANNUAL DIRECTORY, MACKAY PUBLISHING CORP., 95 Madison Ave., New York, N.Y. 10016. Issued annually in April. Single copy, $1.50; yearly subscription to magazine, $3.

CORSET & UNDERWEAR REVIEW DIRECTORY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Published annually in April. Price, $1. Lists U.S. corset, girdle, and brassiere manufacturers, supply houses, and trade names for both.

COUNTY AGENTS DIRECTORY, COUNTY AGENTS DIRECTORY, 221 N. LaSalle St., Chicago, Ill. 60601. Annual. Price, $5. Geographical arrangement of agricultural extension workers.

CRAFT, MODEL & HOBBY INDUSTRY'S DIRECTORY ISSUE, HOBBY PUBLICATIONS, INC., 229 W. 28th St., New York, N. Y. 10001. Published in April. Yearly subscription, $5.

CURTAIN & DRAPERY DEPARTMENT MAGAZINE'S BUYERS GUIDE, HALL PUBLISHING CO., 230 Fifth Ave., New York, N. Y. 10001. Published annually in April. Single copies, $1. Lists manufacturers and converters of curtain and drapery fabrics and other allied lines, buying offices, and all other sources of supply.

CUSTOM HOUSE GUIDE, BUDD PUBLICATIONS, INC., Box 7, Bowling Green Station, New York, N. Y. 10004. Published each spring. Price, $35. Lists steamship lines, banks, brokers, forwarders, warehouses, etc., at U.S. and territory ports, 26,000 commodities and their U.S. rates of duty.

DAIRY CREDIT BOOK, DAIRY CREDIT BUREAU, 1740 Greenleaf Ave., Chicago, Ill. 60626. Published annually. Price, $250. Includes 25,000 plants processing milk and ice cream; mix manufacturers; cheese factories, etc. Executives and financial ratings of each company.

DAIRY INDUSTRIES CATALOG, THE MILLER PUBLISHING CO., P.O. Box 67, Minneapolis, Minn. 55440. Published annually. Free to qualified dairy processors and dairy equipment suppliers. Directory of equipment, supplies and services available to the dairy industry. List of jobbers, brokers, dairy schools, dairy associations, government agencies and personnel, trade names.

PRINCIPAL BUSINESS DIRECTORIES

DAIRY INDUSTRY HANDBOOK OF PROCESSES AND SUPPLIES, ICE CREAM WORLD, 145 Sixth Ave., New York, N. Y. 10013. Issued annually in January. Price, $5.

(Data Processing) COMPUTER YEARBOOK AND DIRECTORY, AMERICAN DATA PROCESSING, INC., Book Bldg., Detroit, Mich. 48226. Published annually—1966 edition now available, not published in 1967, 1968 edition available spring of 1968. Price, $25 (plus $1 postage and handling).

DENTAL DIRECTORY, AMERICAN, AMERICAN DENTAL ASSOCIATION, 211 E. Chicago Avenue., Chicago, Ill. 60611. Published annually. Price, $25. Includes name, address, year of birth, dental school, year of graduation, character of practice, and membership status of every dentist in the U.S. whose name and address can be verified.

(Dental Supplies) DENTAL SUPPLY HOUSES, HAYES DIRECTORY OF, EDWARD N. HAYES, 4229 Birch St., Newport Beach, Calif. 92660. Lists 700 U.S. suppliers and wholesalers, including financial rating. Issued annually in July. Price, $12.50.

DEPARTMENT STORE DIRECTORIES: SHELDON'S RETAIL TRADE, PHELON-SHELDON PUBLICATIONS, INC., 32 Union Sq., New York, N. Y. 10003. Published in February. Price, $25. Includes presidents, advertising, publicity, sales managers, display managers, divisional merchandisers; all buyers and products bought.

DIESEL AND GAS TURBINE CATALOG, DIESEL ENGINES, INC., P.O. Box 7406, Milwaukee, Wis. 53213. Published annually. Price, $20. This 1,100-page catalog is a complete reference information source for diesel, naturel gas engines, and industrial gas turbines, as well as all accessories used in connection with these engines.

DIRECTORS DIRECTORY OF GREAT BRITAIN, THOMAS SKINNER & CO., LTD., 111 Broadway, New York, N. Y. 10006. Published in the summer. Price, $14. Alphabetical list of 35,000 directors of British companies.

DIRECT MAIL CATALOG OF MAILING AND PROSPECT LISTS, R. L. POLK & CO., 431 Howard St., Detroit, Mich. 48231. Published annually in January. Free.

DIRECT MAIL LIST RATES AND DATA, STANDARD RATE & DATA SERVICE, 5201 Old Orchard Rd., Skokie, Ill. 60076. Published semiannually with updating bulletins. Price, $50 a year. Reports buying data on mailing lists for direct mail advertising.

DIRECT SELLING, NATIONAL ASSOCIATION OF DIRECT SELLING COMPANIES, 165 Center St., Winona, Minn. 55987. Basic and miscellaneous material on direct selling.

DISCOUNT DEPARTMENT STORES, PHELON-SHELDON PUBLICATIONS, INC., 32 Union Sq., New York, N. Y. 10003. Lists buying headquarters for 1,200 discount stores and discount chains. Gives the executives, buyers and lessees of most of the discount stores and discount chains throughout the U.S. Section of leased department operators —lines and buyers. Price, $20.

DOMESTICS, LINENS, RUGS & SHOWER CURTAINS DIRECTORY FAIRCHILD'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued in January and June. Price, 50 cents. Includes New York City manufacturers, importers, wholesalers, etc., of the items named.

DRIVE-IN MANAGEMENT GUIDEBOOK, OJIBWAY PRESS, INC., Ojibway Bldg., Duluth, Minn. 55802. Issued annually. Single copy, $8.50.

DRUG TOPICS RED BOOK, TOPICS PUBLISHING CO., INC., 330 W. 34th St., New York, N. Y. 10001. Issued annually in September, with two Cumulative Supplements, one in January and the other in May. Lists drug brand names and their manufacturers.

DRUGGIST DIRECTORY, HAYES, EDWARD N. HAYES, 206 W. 4th, Santa Ana, Calif. 92701. Published annually. Price, $30.

DRUGGIST, AMERICAN, MARKET DIRECTORY: BLUE BOOK, AMERICAN DRUGGIST, 1790 Broadway, New York, N. Y. 10019. Published annually in March. Price, $9. Includes chains' buying headquarters, department store Rx departments, hospitals.

(Druggists) THE HAYES DRUGGIST DIRECTORY, EDWARD N. HAYES, 4229 Birch St., Newport Beach, Calif. 92660. Lists 49,000 U.S. retail druggists including credit rating. Separate list of wholesalers. Published annually in March. Price, $25.

PRINCIPAL BUSINESS DIRECTORIES

EDIBLE OIL INDUSTRY IN THE U.S., DIRECTORY OF, INSTITUTE OF SHORTENING AND EDIBLE OILS, INC., 815 Connecticut Ave., N.W., Suite 416, Washington, D.C. 20006. Includes companies, brand names.

EDITOR & PUBLISHER INTERNATIONAL YEARBOOK, THE, EDITOR & PUBLISHER CO., 850 Third Ave., New York, N. Y. 10022. Published annually. Price, $10. Lists include U.S. and Canadian daily newspapers and their various officers and editors; news, feature, and picture syndicates; U.S. magazine sections and weekly and foreign language papers; U.S. and Canadian press galleries; American Newspaper Publishers Association members; manufacturers, suppliers, etc., for the newspaper industry; advertising agencies and clubs; journalism schools; Better Business Bureaus; United Nations and London correspondents; European dailies and newspaper groups, and newspapers around the world.

EDUCATION, AMERICAN PATTERSON'S, EDUCATIONAL DIRECTORIES, INC., Box 199, Mt. Prospect, Ill. 60056. Issued annually. Per copy, $25; 3 years, $55.50 (postage extra). Includes as a supplement, Patterson's Source Guide for Educational Materials & Equipment.

EDUCATION, AMERICAN, WHO'S WHO IN, WHO'S WHO IN AMERICAN EDUCATION, 701 Main St., P.O. Box 1898, Hattiesburg, Miss. 39401. Published every other year, in even years. Price, $20. Includes sketches of leaders in various fields of education, including executives.

EDUCATION DIRECTORY, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Part I—State Governments: not available. Part II—Public School Systems, price, $1.50. Part III—Higher Education: not available. Part IV—Education Associations, price, 55 cents a copy. Part V—Federal Government, out of print. See *Government Organization Manual.*

EDUCATIONAL MATERIAL & EQUIPMENT, PATTERSON'S SOURCE GUIDE FOR, EDUCATIONAL DIRECTORIES, INC., Box 199, Mt. Prospect, Ill. 60056. Issued semi-annually in March and October. Price, $1.

EDUCATORS GUIDE TO FREE FILMS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers free films for both elementary and secondary schools. Revised annually. Price, $9.50.

EDUCATORS GUIDE TO FREE FILMSTRIPS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Comprehensive listing of free filmstrips and slides with descriptions of 544 titles (42 of which may be retained permanently). 98 sets of free slides included. Price, $7.

EDUCATORS GUIDE TO FREE GUIDANCE MATERIALS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers free films, filmstrips, pamphlets, and other materials on guidance for both elementary and secondary schools. Revised annually. Price, $7.50.

EDUCATORS GUIDE TO FREE SCIENCE MATERIALS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers free films, filmstrips, pamphlets, and other materials on science for both elementary and secondary schools. Revised annually. Price, $8.25.

EDUCATORS GUIDE TO FREE SOCIAL STUDIES MATERIALS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers free films, filmstrips, pamphlets, and other materials on social studies for both elementary and secondary schools. Revised annually. Price, $8.50.

EDUCATORS GUIDE TO FREE TAPES, SCRIPTS, AND TRANSCRIPTIONS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers these free aids for both elementary and secondary schools. Revised annually. Price, $6.75.

EDUCATORS INDEX OF FREE MATERIALS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. A card index file in a steel container of convenient size. Covers the entire curriculum at both elementary and secondary levels. Revised annually.

PRINCIPAL BUSINESS DIRECTORIES

EGG AND POULTRY INDUSTRIES, WHO'S WHO, WATT PUBLISHING CO., Sandstone Bldg., Morris, Ill. 61054. Published annually in June. Price, $15. Includes firms, manufacturing poultry equipment and supplies, leading egg and poultry processing plants, wholesalers, jobbers or brokers in marketing services, exporters and export agencies for poultry, processors of liquid and frozen eggs, egg solids, and further processed items, cold-storage warehouses, Federal agencies, national and sectional associations.

ELECTRIC INSTITUTE RATE BOOK, EDISON, EDISON ELECTRIC INSTITUTE, 750 Third Ave., New York, N. Y. 10017. Published periodically; 1967 latest edition. Price, $30. Includes about 200 electric companies and the more than 8,000 companies they serve.

ELECTRICAL BUYERS' GUIDE, MIDWEST, RICKARD PUBLISHING CO., 20 N. Wacker Dr., Chicago, Ill. 60606. Published annually in October. Single copy, $5. Contains an alphabetical list of electrical manufacturers in 12 midwestern states, a geographical list of firms serving as manufacturers' representatives for more than one company, and a directory of 1,000 electrical products and their manufacturers.

ELECTRICAL CONTRACTORS' ASSOCIATION MEMBERSHIP, DIRECTORY OF NATIONAL, NATIONAL ELECTRICAL CONTRACTORS' ASSOCIATION, 610 Ring Bldg., 1200 18th St., N.W., Washington, D.C. 20036. Published annually as part of the March issue, *Qualified Contractor*. Price, $5.

ELECTRICAL SOUTH'S NEW ELECTRICAL PRODUCT & EQUIPMENT & DIRECTORY ISSUES, W. R. C. SMITH PUBLISHING CO., 1760 Peachtree Rd., N.W., Atlanta, Ga. 30309. The new equipment issue is published in January, and the *Buyer's Guide* issue in October. Yearly subscription rate is $1.50. Lists include manufacturers, manufacturers' agents, and distributors.

ELECTRICAL WEST, BUYERS' GUIDE, MILLER FREEMAN PUBLICATIONS, 500 Howard St., San Francisco, Calif. 94105. Published in December. Price, $1.

ELECTRICAL UTILITIES, DIRECTORY OF, MCGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually in July. Price, $60. Listed are light and power companies in the U.S. and Canada, with their executive and operating personnel, in places with over 500 population. Cooperatives and municipal plants are included. There is also an alphabetical list of companies.

ELECTRONIC ENGINEERS MASTER (EEM), UNITED TECHNICAL PUBLICATIONS, INC., Div. Cox Broadcasting Corp., 645 Stewart Ave., Garden City, N. Y. 11530. A 2,133-page catalog section. Directories of manufacturers/sales offices, products, trade names, sales representatives. Distributed to 71,000 engineers and purchasing agents. Published annually.

ELECTRONIC INDUSTRIES ASSOCIATION MEMBERSHIP LIST AND TRADE DIRECTORY, ELECTRONIC INDUSTRIES ASSOCIATION, 2001 Eye St., N.W., Washington, D.C. 20006. Published annually. Contains roster of company members, chief officials, and trade names.

ELECTRONIC SOURCE & PROCUREMENT, including WHO'S WHO IN ELECTRONICS, ELECTRONIC PERIODICALS, INC., 33140 Aurora Rd., Cleveland, Ohio 44139. Published annually in May. Price, $20. Lists include executives, purchasing agents, sales offices, industrial distributors. Special sections detail local sources of products marketed through distribution channels.

ELECTRONICS BUYERS' GUIDE, MCGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually in October. Included in $8 yearly subscription to *Electronics*. Lists manufacturers of equipment and materials, and their sales representatives, and suppliers of services.

ELECTRONICS, INTERNATIONAL, ANNUAL BUYERS GUIDE ISSUE, JOHNSTON INTERNATIONAL PUBLISHING CORP., 386 Park Ave., S., New York, N. Y. 10016. Published in October, in English, Spanish, French, and German.

ELEMENTARY TEACHERS GUIDE TO FREE CURRICULUM MATERIALS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Lists 1,324 items (628 of which are new) of teacher reference and professional growth materials and 7 teaching units. Price, $8.75.

PRINCIPAL BUSINESS DIRECTORIES

ENGINEERING, FIRE, DIRECTORY ISSUE, REUBEN H. DONNELLEY CORP., 466 Lexington Ave., New York, N. Y. 10017. Includes manufacturers and suppliers of machinery, equipment, and supplies serving U.S. fire departments. Revised annually. Price, $2.

ENGINEERING & MINING JOURNALS BUYERS' GUIDE, MCGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually. Price, $1; also included in $4 yearly subscription rate. Includes classified and alphabetical lists of manufacturers.

ENGINEERS' CAREER DIRECTORY, SPACE AGE PUBLICATIONS, INC., 647 N. Sepulveda Blvd., Bel Air, Calif. 90049. Published annually in December. Price, $2.

ENGINEERS' POWER PLANT DIRECTORY, ROCKWELL F. CLANCY CO., 75 E. Wacker Dr., Chicago, Ill. 60601. Published annually. Price, $25. Includes 6,000 manufacturing and power plants in Illinois, Indiana and Wisconsin.

(Entertainment) CONTACT BOOK, CELEBRITY SERVICE, INC., 171 W. 57th St., New York, N. Y. 10019. Annual. Price, $3.50. Includes producers, directors, etc.; everyone connected with stage, screen, radio, and television in New York, Hollywood, London, Paris, and Rome.

(Entertainment) STUDIO BLU-BOOK, 6605 Hollywood Blvd., Hollywood, Calif. 90028. Published semiannually. Price, $10.66 (prepaid). Includes 2,000 stars, executives, producers, directors, future players, plus other important personnel of the combined motion picture and TV industries.

EXPORT MANAGERS, COMBINATION, DIRECTORY OF, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20401. Catalog No. S 18.2; Ex 7/(sec.). In three parts: food, feed, and fertilizer: price, 40 cents; fuel: 25 cents; miscellaneous and unclassified: $1.

EXPORT PRODUCTS (INTERNATIONAL) BUYERS GUIDE ISSUE, JOHNSTON INTERNATIONAL PUBLISHING CORP., 386 Park Ave., S., New York, N. Y. 10016. Annual. Published in January in English, Spanish, French, and German.

EXPORTERS AND IMPORTERS, AMERICAN REGISTER OF, AMERICAN REGISTER OF EXPORTERS CORP., 90 W. Broadway, New York, N. Y. 10007. Published annually. Price, $15. Directory of over 30,000 firms.

EXPORTERS' ENCYCLOPEDIA, DUN & BRADSTREET PUBLICATIONS CORP., P.O. Box 3088, Grand Central Station, New York, N. Y. 10017. Published in January. Price, $60.

EYE, EAR, NOSE AND THROAT SPECIALISTS, RED BOOK, THE PROFESSIONAL PRESS, INC., 5 N. Wabash Ave., Chicago, Ill. 60602. Price $5. Published every two years. 1967 issue available. Next edition out in 1969. Includes specialists in U.S. and Canada.

FABRIC, TRIMMINGS AND SUPPLIES DIRECTORY, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Includes New York City manufacturers of fabrics, trimmings, and other clothing supplies. Issued May and November. Single copy, 50 cents.

FAIRS, CAVALCADE AND DIRECTORY OF, BILLBOARD PUBLISHING CO., 188 W. Randolph St., Chicago, Ill. 60601. Published annually in November. Single copy, $5. Contains a geographical list of fairs and exhibitions.

FARM CHEMICALS HANDBOOK, MEISTER PUBLISHING CO., 37841 Euclid Ave., Willoughby, Ohio 44094. Issued annually in November. Single copy, $16. Lists makers of fertilizers and pesticides in U.S., Puerto Rico, and Canada.

FARM STORE BUYER'S GUIDE OF FARM STORE MERCHANDISING, THE MILLER PUBLISHING CO., Box 67, Minneapolis, Minn. 55440. Published in December. Directory issue listing some 1,600 manufacturers of farm supplies by company name, product categories and brand names. Pictorial Products Section describes and illustrates products. Price, $3

FARM EQUIPMENT RED BOOK OF IMPLEMENT & TRACTOR, IMPLEMENT & TRACTOR PUBLICATIONS, INC., 1014 Wyandotte St., Kansas City, Mo. 64105. Issued in January. Included in annual subscription price of $3.

(Farming) LA HACIENDA'S DIRECTORY ISSUES, CORY PUBLICATIONS, INC., Drawer 891, Kissimmee, Fla. 32741. Directory issues (in Spanish) include Poultry, in January; Mechanized Agriculture, in March; Pesticides, in June; Fertilizers, in July; Transportation and Agriculture, in September; Livestock, in December. Yearly subscription, $4.

PRINCIPAL BUSINESS DIRECTORIES

FEDERAL STATISTICAL DIRECTORY, U.S. GOVERNMENT PRINTING OFFICE, Div. of Public Documents, Washington, D.C. 20402. Includes professional and technical personnel of federal agencies engaged in statistical activities. Prex. 2.10:965. Price, 70 cents.

FEED BAG RED BOOK, EDITORIAL SERVICE CO., INC., 152 W. Wisconsin Ave., Milwaukee, Wis. 53203. Published annually in March. Single copy, $2. Includes a buyers' guide section listing manufacturers and suppliers to the feed industry.

FENCE MATERIALS, INTERNATIONAL DIRECTORY OF ALL, ELLISON PUBLICATIONS, INC., 127 N. Dearborn St., Chicago, Ill. 60602. Published annually in December. Included in $6 annual subscription rate, or $5 alone. Contains classified and alphabetical lists of fence materials and allied products, and a list of highway engineering officials of all states.

FERTILIZER YEAR BOOK, COMMERCIAL, WALTER W. BROWN PUBLISHING CO., 75 Third St., N.W., Atlanta, Ga. 30308. Annually in December. Price, $12 (U.S.), $20 (foreign). Directory listings include: fertilizer manufacturers, mixers, blenders, formulators (geographical and alphabetical) with their executives in U.S., Canada and Puerto Rico; industry associations; fertilizer control officials; classified supply list. Other data: fertilizer consumption laws and regulations; state grade regulations and materials requirements; fertilizer production aids.

FILM & AUDIO-VISUAL ANNUAL, UNITED BUSINESS PUBLICATIONS, INC., 200 Madison Ave., New York, N. Y. 10016.

(Films) AUDIO-VISUAL COMMUNICATIONS, UNITED BUSINESS PUBLICATIONS, INC., 200 Madison Ave., New York, N. Y. 10016. Issued quarterly in 1967, bimonthly in 1968. Single copy, $1.50.

(Filmstrips) EDUCATORS GUIDE TO FREE FILMSTRIPS, EDUCATORS PROGRESS SERVICE, P.O. Drawer E, Randolph, Wis. 53956. Covers free filmstrips for both elementary and secondary schools. Revised annually. Price, $7.

FINANCE COMPANIES, NATIONAL DIRECTORY, INTER-STATE SERVICE CO., P.O. Box 1, Neosho, Mo. Published every two years. Price, $12. Includes finance and small loan companies.

FIRE ENGINEERING'S BUYER'S GUIDE ISSUE, REUBEN H. DONNELLEY CORP., 466 Lexington Ave., New York, N. Y. 10017. Issued September 1967. Includes manufacturers and suppliers of machinery, equipment, and supplies for fire departments.

FIREARMS ENCYCLOPEDIA, THE, SHELLEY BRAVERMAN, Four Mile Point Rd., Athens, N. Y. 12015. Published annually. Price, $27.50.

FISH AND WILD LIFE SERVICE, U.S. DEPARTMENT OF THE INTERIOR, Bureau of Commercial Fisheries, Washington, D.C. 20240. Includes individual lists on fisheries, fishing gear and equipment.

FISH BOAT'S PRODUCT FILE ISSUE, H. L. PEACE PUBLICATIONS, 624 Gravier St., New Orleans, La. 70130. Published annually in October. Complete marine products buyers' guide.

FISHING GAZETTE'S ANNUAL REVIEW NUMBER AND CLASSIFIED DIRECTORY, FISHING GAZETTE PUBLISHING CORP., 461 Eighth Ave., New York, N. Y. 10001. Published annually in October. Included in yearly subscription price of $3.

FLOOR COVERINGS, MODERN, ANNUAL DIRECTORY, BILL PUBLICATIONS, 630 Third Ave., New York, N. Y. 10017. Published annually in April.

FLOORING'S TRADE DIRECTORY & BUYING GUIDE ISSUE, CANTER PUBLICATIONS, INC., Ojibway Bldg., Duluth, Minn. 55802. Published as December issue. Annual subscription, $4.

FLUID POWER HANDBOOK & DIRECTORY, HYDRAULIC & PNEUMATICS MAGAZINE, 812 Huron Rd., Cleveland, Ohio 44115. Published in November of odd years. Controlled circulation.

(Food Brokers' Association) DIRECTORY OF MEMBERS, NATIONAL FOOD BROKERS ASSOCIATION, 1916 M St., N.W. Washington, D.C. 20036. Published annually in July. Free to firms in the grocery field writing on their letterhead. Contains a geographical list of association members, with the types of products each one handles.

FOOD PROCESSING CATALOG, PUTNAM PUBLISHING CO., 111 E. Delaware Pl., Chicago, Ill. 60611. Published biennially in September of even years. Copies distributed free of charge to selected individuals in the food processing industries. Others, $5 per year. Contains listings of sources and products used by food processors.

PRINCIPAL BUSINESS DIRECTORIES

FOREIGN CONSULAR OFFICES IN THE UNITED STATES, 1965, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. S 1.69:128. Price, 35 cents.

(Foreign) DIPLOMATIC LIST, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. S 1 8. Published quarterly. Single copy, 35 cents; yearly subscription price, $1.25 (foreign, $2.50). Lists foreign diplomats in and around Washington, D.C.

FOREIGN SERVICE LIST, ETC., U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Published quarterly. Catalog No. S 1.7. Single copy, 65 cents. Yearly subscription, $1.75 (plus 50 cents for foreign mailing). Lists U.S. embassies, legations, consulates, missions, and their personnel, plus field staffs of U.S. Foreign Service, USDA, USIA, and AID.

(Forest Products Industries) CROW'S BUYER'S AND SELLER'S GUIDE OF THE WESTERN FOREST PRODUCTS INDUSTRIES, C. C. CROW PUBLICATIONS, INC., Terminal Sales Bldg., Portland, Ore. 97205. Published biennially. Price, $52.50. Includes names of several thousand manufacturers, jobbers, wholesalers and dealers in lumber, plywood, etc.

FOREST PRODUCTS INDUSTRY, DIRECTORY OF THE, MILLER FREEMAN PUBLICATIONS, 731 S.W. Oak St, Portland, Ore. 97205. Published annually in January. Price, $25.

FOREST PRODUCTS JOURNAL YEARBOOK, FOREST PRODUCTS RESEARCH SOCIETY, 1201 Marshall Ct., Madison, Wis. 53705. Issued in September. Single copy, $5.

FORGING, STAMPING AND HEAT TREATING PLANTS DIRECTORY OF, STEEL PUBLICATIONS, INC., 624 Grant Bldg., Pittsburgh, Pa. 15230. Published periodically Price, $17, and tax in certain states. Contains names of approximately 1,900 companies and 17,500 key personnel, such as executives, general and department superintendents, engineers, chemists, metallurgists, foremen, etc.

FORTUNE DIRECTORY, THE, TIME INC, 540 N. Michigan Ave., Chicago, Ill. 60611. Published in two parts June 15 and September 15. Part I includes lists of the 500 largest U S. industrials and the 50 largest banks, merchandising, transportation, life insurance and utility companies Price, 75 cents. Part II lists the 200 largest industrial corporations outside the U S. Price, 50 cents

FOUNDATION DIRECTORY, EDITION 3, THE, RUSSELL SAGE FOUNDATION, 230 Park Ave., New York, N. Y. 10017. Price, $12. Includes 6,803 nonprofit U.S. foundations with assets of approximately $100 000 or more, grouped by states. Also alphabetical lists of the foundations themselves, their personnel, and their fields of interest.

FRASER'S CANADIAN TRADE DIRECTORY, THE MACLEAN-HUNTER PUBLISHING CO., LTD., 481 University Ave., Toronto 2, Canada. Annually. Price, $25. Lists over 30,000 Canadian manufacturers, wholesalers, distributors and agents alphabetically by product. 2,000 pages.

FROZEN FOOD FACT BOOK & DIRECTORY, NATIONAL FROZEN FOOD ASSOCIATION 55 E. 43rd St., New York, N. Y. 10017. Published annually in November. Price, $2.50. This is a current and historical compendium of the statistics of the industry, also a directory of over 1 300 member companies, including distributor, packer, broker, warehouse, and supplier members, also allied associations.

FROZEN FOOD PROCESSORS, QUICK FROZEN FOODS' ANNUAL DIRECTORY OF, E. W. WILLIAMS PUBLICATIONS, 1776 Broadway, New York, N. Y. 10019. Issued annually in June. Price, $10. Contains lists of processors, plants, associations, carriers, warehouses, suppliers, and brand names.

FUEL-BRIQUETTING & PACKAGED-FUEL PLANTS IN UNITED STATES, ETC., 1959, U.S. GOVERNMENT PRINTING OFFICE, Washington, D C. 20402. Catalog No. I 28.27.7992. Price, 15 cents.

FUR DIRECTORY, WOMEN'S WEAR DAILY'S, FAIRCHILD PUBLICATIONS INC, 7 E. 12th St., New York, N. Y. 10003. Published annually in June. Price, 50 cents.

FUR FARMING, BLUE BOOK OF, EDITORIAL SERVICE CO, INC., 152 W. Wisconsin Ave., Milwaukee, Wis. 53203. Published annually in October. Price, $1. Lists distributors of materials and supplies for the fur farming industry.

FURNITURE PRODUCTION'S BLUE BOOK DIRECTORY OF SUPPLIES, PRODUCTION PUBLISHING CO., 804 Church St., Nashville, Tenn. 37203. Published annually as the December issue of the magazine; included in the yearly subscription rate of $3.

(Garden Supplies) GREEN BOOK BUYERS' GUIDE, HOME & GARDEN SUPPLY MERCHANDISER, 2501 Wayzata Blvd., Minneapolis, Minn. 55405. Annual directory issue lists some 2,000 manufacturers of garden and lawn products by company, product and brand name. Also includes a list of garden associations, manufacturers' representatives and central parts distributors by regions. Pictorial Products Section describes and illustrates products. Price, $3.

(Gas Appliances) DIRECTORY-CERTIFIED APPLIANCES AND ACCESSORIES, AMERICAN GAS ASSOCIATION, INC., Laboratories, 1032 East 62nd St., Cleveland, Ohio 44103. Annual subscription, $5; includes two semiannual issues (January and July), and one supplement for each remaining month. Separate copies of the semiannual issues are $3 each; separate copies of monthly supplements are $1 each. Includes manufacturers of gas equipment and appliances.

GAS COMPANIES, AMERICAN, BROWN'S DIRECTORY, MOORE PUBLISHING CO., Ojibway Bldg., Duluth, Minn. 55802. Price, $60. Includes companies in U.S. and Canada.

GAS HANDBOOK ISSUE OF AMERICAN GAS JOURNAL, PETROLEUM ENGINEER PUBLISHING CO., Box 1589, Dallas, Texas 75221. Issued annually, March 15. Included in yearly subscription. Price, $5. Materials, equipment, engineer-operating reference data.

GAS JOURNAL, AMERICAN, SERVICE GUIDE ISSUE (NEW EQUIPMENT), PETROLEUM ENGINEER PUBLISHING CO., Box 1589, Dallas, Texas 75221, Published annually, July 15. Included in yearly subscription price of $5. Lists new and significant equipment and services available from manufacturers and suppliers to the gas distribution market.

(Gasoline) NATIONAL-GASOLINE & CYCLING PLANTS IN THE UNITED STATES, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. I 28:27:-8006. Price, 20 cents.

GIFT AND DECORATIVE ACCESSORY BUYERS DIRECTORY, THE, GEYER-MCALLISTER PUBLICATIONS, INC., 51 Madison Ave., New York, N. Y. 10010. Published annually in August.

GLASS FACTORY DIRECTORY, NATIONAL GLASS BUDGET, 912-913 Empire Bldg., Pittsburgh, Pa. 15222. Published annually. Price, $3. Includes companies and executives for U.S. and Canada.

GLASS/METAL DIRECTORY, ARTLEE CATALOG, INC., 15 E. 40th St., New York, N. Y. 10016. Published in November. Price, $5.

GLOVES DIRECTORY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Published in January. Price, $1.

GOVERNMENT ORGANIZATION MANUAL, U.S., U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. GS 4.109:965. Published annually. Price, $2.

GRAIN TRADE BUYERS' GUIDE & MANAGEMENT REFERENCE, GRAIN TRADE BUYERS' GUIDE CO., 141 W. Jackson Blvd., Chicago, Ill. 60604. Published annually in May. Price, $2.50. Contains several hundred classified lists of manufacturers and suppliers of equipment for grain handlers and processors, and of those servicing such equipment.

GRAPHIC SCIENCE'S PURCHASING DIRECTORY, KINELOW PUBLISHING CO., INC., 9 Maiden Lane, New York, N. Y. 10038. Issued in September. Yearly subscription: domestic, $16; Canada, $18; other, $20.

GREAT LAKES RED BOOK, THE PENTON PUBLISHING CO., 1213 W. Third St., Cleveland, Ohio 44113. Issued annually in May. Price, $2. Lists shipping companies operating on the Great Lakes; their vessels, with the masters and engineers; ship builders and repairers, with their executives; sources of equipment or supplies.

GROCER'S BUYING GUIDE & HANDBOOK, GROCERY BULLETIN, 192 S. Alvarado St., Los Angeles, Calif. 90057. Published in December.

GROCERY REGISTER, THOMAS, THOMAS PUBLISHING CO., 461 Eighth Ave., New York, N. Y. 10001. Annually. Price, $15. Includes wholesalers, supermarkets, manufacturers, processors, and brokers in U.S. and Canada.

HANDBAGS & ACCESSORIES DIRECTORY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Published in December. Price, $1.

HARDWARE AGE ANNUAL DIRECTORY ISSUE, CHILTON CO., 56th and Chestnut Sts., Philadelphia, Pa. 19139. Published annually in July. Included in yearly subscription price of $2.

HAT LIFE YEARBOOK, HAT LIFE YEAR BOOK, INC., 551 Summit Ave., Jersey City, N. J. 07306. Published annually. Price, $2. Includes manufacturers; wholesalers of men's hats, caps, and straw goods.

HEALTH DIRECTORY, AMERICAN, PUBLIC AFFAIRS PRESS, 419 New Jersey Ave. S.W., Washington, D.C. 20003. Price, $2. Includes official or professional health agencies, lay groups, and research laboratories.

PRINCIPAL BUSINESS DIRECTORIES

HEALTH ORGANIZATIONS OF THE U.S., CANADA, AND INTERNATIONALLY. Second edition. CLARA SEDACCA WASSERMAN WITH PAUL WASSERMAN. Graduate School of Business and Public Administration, Cornell University, Ithaca, N. Y. 14851. Published 1965. Price, $18.50. A directory of voluntary associations, professional societies, and other groups concerned with health and related fields.

HEARING DEALER, ANNUAL DIRECTORY ISSUE OF, OJIBWAY PRESS, INC., Ojibway Bldg., Duluth, Minn. 55802. Issued in April. Yearly subscription, $5.

(Heating, Air Conditioning, etc.) ASHRAE GUIDE AND DATA BOOK, AMERICAN SOCIETY OF HEATING, REFRIGERATING AND AIR-CONDITIONING ENGINEERS, INC., 345 E. 47th St., New York, N. Y. 10017. *Applications Volume*, issued in May; price, $20. *Systems and Equipment Volume*, issued in May; price, $20.

HEATING, PIPING & AIR CONDITIONING DIRECTORY SECTION, REINHOLD PUBLISHING CORP., Keeney Div., 10 S. LaSalle St., Chicago, Ill. 60603. Published annually in January. Included in annual subscription price of $5.

HIGHER INSTITUTIONS, ACCREDITED, U.S. GOVERNMENT PRINTING OFFICE, DIVISION OF PUBLIC DOCUMENTS, Washington, D C. 20402. Includes accredited higher institutions in U.S. OE 50012-64. Price, 70 cents.

HIGHWAY & AIRWAY CARRIERS & ROUTES, NATIONAL, NATIONAL HIGHWAY CARRIERS DIRECTORY, 925 W. Jackson Blvd., Chicago, Ill. 60607. Published twice yearly, in spring and fall. Price, $20. Both issues $30 Lists air and motor freight lines, associations, terminals, etc. Also Interstate Commerce Commission offices.

(Highways) CONSTRUCTIONEER DIRECTORY, CONSTRUCTIONEER, 1 Bond St., Chatham, N. J. 07040. Published annually. Price, $5. Lists about 8,000 manufacturers, distributors of construction equipment, and public officials.

HOBBY INDUSTRY, CRAFT, MODEL, HOBBY PUBLICATIONS, INC., 229 W. 28th St., New York, N. Y. 10001. Price, $5. Includes over 1 000 manufacturers, jobbers of hobby merchandise.

HOME & AUTO RETAILER'S BUYER'S GUIDE, AUTOMOTIVE RETAILER, INC., 75 Station St., Southport, Conn 06490. Published annually in August. Included in yearly subscription price of $5, $3 each, separately.

HOME & GARDEN SUPPLY MERCHANDISER GREEN BOOK, MILLER PUBLISHING CO., 2501 Wayzata Blvd., Minneapolis, Minn. 55440. Issued annually in October Single copy, $3, or $10 as part of a year's subscription. Includes classified lists of manufacturers and distributors of lawn and garden supplies and equipment, also brand names.

(Hospital) THE MODERN HOSPITAL DIRECTORY OF HOSPITALS, MCGRAW-HILL PUBLICATIONS, A Division of McGraw-Hill, Inc., 1050 Merchandise Mart, Chicago, Ill. 60654. Lists over 8,500 hospitals, state and federal hospital purchasing agencies in U.S.

HOSPITALS, J.A H.A., GUIDE ISSUE, Part 2, AMERICAN HOSPITAL ASSOCIATION, 840 N Lake Shore Dr., Chicago, Ill. 60611. Published annually in August. Price, $12.50 (case-bound edition). Lists include U S. hospitals, Canadian hospitals, accredited extended care facilities, association institutional, associate, and personal members, health organizations and agencies; schools of pharmacy, nursing, etc., and vendors of hospital equipment, supplies, and services.

HOTEL-MOTEL GUIDE & TRAVEL ATLAS, LEAHY'S, AMERICAN HOTEL REGISTER CO., 226 W. Ontario St., Chicago, Ill. 60610 Published annually. Price, $7. Includes 40,000 hotels and motels in U.S., Canada, and Mexico.

HOTEL & MOTEL RED BOOK, AMERICAN HOTEL ASSOCIATION DIRECTORY CORP., 221 E. 57th St., New York, N. Y. 10019. Published annually in May. Price, $7.50. Includes hotels and motels in U.S., Canada, and elsewhere.

HOTEL & MOTEL SYSTEMS, DIRECTORY OF, AMERICAN DIRECTORY CORP., 221 W 57th St., New York, N. Y. 10019. Price, $2. Includes hotel systems with names and locations of affiliated hotels, system officials, referral groups.

HOTEL & TRAVEL INDEX, ELWOOD M. INGLEDUE, 5850 Hollywood Blvd., Los Angeles, Calif. 90028. Published quarterly. Single issue, $7.50, annually, $25. Includes over 11,000 leading hotels, motels—over 8,500 with complete details regarding location.

(House organs) GEBBIE HOUSE MAGAZINE DIRECTORY, GEBBIE DIRECTORY, P.O. Box 1111, Sioux City, Iowa 51102. Price, $24.95. Lists 4,000 house organs with sponsoring company or organization, address, product or service, editors' names and addresses, circulation, printing process, page size, interests (editorial), use of pictures, buys or does not buy free-lance material, printer's name and address.

PRINCIPAL BUSINESS DIRECTORIES

HYDROCARBON PROCESSING CATALOG, GULF PUBLISHING CO., Box 2608, Houston, Texas 77001. Issued annually in June. Single copy, $18.

(Illinois) BUSINESS, DOING, IN ILLINOIS, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Price, $1.50.

ILLINOIS DENTAL JOURNAL'S DIRECTORY ISSUE, ILLINOIS STATE DENTAL SOCIETY, 1757 W. Harrison St., Chicago, Ill. 60612. Issued annually in August. Included in yearly subscription price of $3. Includes a roster of the society.

(Illinois) LEGISLATIVE DIRECTORY, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Published periodically. Price, $2. Contains lists of Chicago, Cook County, and Illinois State officials.

ILLINOIS MANUFACTURERS DIRECTORY, MANUFACTURERS' NEWS, INC., 3 E. Huron St., Chicago, Ill. 60611. Published annually in February. Price, $50 (or $34.95 if borrowed on a rental-subscription basis). Contains geographic lists covering 754 manufacturing cities and towns, and includes 23,000 companies with a total of 90,000 executives; also an alphabetical list of companies, and 1,500 classified (product) lists.

(Illinois) SULLIVAN'S LAW DIRECTORY FOR THE STATE OF ILLINOIS, SULLIVAN'S LAW DIRECTORY, 5875 N. Lincoln Ave., Room 224, Chicago, Ill. 60645. Published annually. Price, $9.50 (plus R.O. tax, handling and postage). Lists Illinois lawyers, judges, state, county, and city officials. Also federal officials, and the personnel of federal and local courts, with Illinois jurisdiction; officers of national and local bar associations; banks, title, and abstract companies throughout Illinois.

(Illinois) TAX CALENDAR, 1967, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Published annually. Price, 50 cents.

(Illinois) UNEMPLOYMENT, INSURANCE COSTS, HOW TO CUT, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Price, $2.

(Illinois) UNION, CALLS, WHAT TO DO WHEN, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Price, $1.50.

(Illinois) WAGE ASSIGNMENT & WAGE DEDUCTION PROCESS IN ILLINOIS, CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY, 30 W. Monroe St., Chicago, Ill. 60603. Price, $1.

IMPLEMENT & TRACTOR PRODUCT FILE (& BUYER'S GUIDE), IMPLEMENT & TRACTOR PUBLICATIONS, INC., 1014 Wyandotte St., Kansas City, Mo. 64105. Issued annually in March. Included in yearly subscription price of $3.

IMPORTERS, UNITED STATES DIRECTORY OF, JOURNAL OF COMMERCE, 99 Wall St., New York, N. Y. 10005. Includes all import firms in U.S. Price, $50.

INDUSTRIAL, INDIANA DIRECTORY, INDIANA STATE CHAMBER OF COMMERCE, Board of Trade Bldg., Indianapolis, Ind. 46204. Published biennially. Price, $12. Includes summary of state's resources, 12,000 manufacturers, wholesalers, and officials.

INDUSTRIAL MANUAL, MOODY'S, MOODY'S INVESTORS SERVICE, INC., 99 Church St., New York, N. Y. 10007. Published annually with twice weekly News Reports. Price, $150 per year. Contains an alphabetical index of industrial companies in U.S. and Canada, plus a list of companies no longer indexed, because of mergers, name changes, etc.; and individual company summaries which include officers, directors, plants, and subsidiaries, with dates of acquisition, etc., of the latter.

INDUSTRIAL RESEARCH LABORATORIES, IN NEW YORK STATE, DIRECTORY OF, NEW YORK STATE DEPARTMENT OF COMMERCE, 112 State St., Albany, N. Y. 12207. Published periodically. Free. Includes 1,300 laboratories, and names and addresses of executives.

INDUSTRIAL RESEARCH MAGAZINE, INDUSTRIAL RESEARCH, INC., Beverly Shores, Ind. 46301. Thirteen issues: Published monthly, with a *Buyers' Guide* published in the spring. Yearly subscription, $14. *Buyers' Guide*, $5; single issues, $2.

INFANTS', BOYS' & GIRLS' WEAR, EARNSHAW'S GUIDE FOR BUYERS OF, EARNSHAW PUBLICATIONS, INC., 101 W. 31st St., New York, N. Y. 10001. Published in May and December. Price per copy, $1.

INFANTS', CHILDREN'S, GIRLS', SUB-TEENS', TEENS', & YOUNG JUNIORS' WEAR DIRECTORY. WOMEN'S WEAR DAILY. FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued March and September. Price, 50 cents.

INFORMATION PLEASE ALMANAC, ATLAS & YEARBOOK, INFORMATION PLEASE ALMANAC, ATLAS & YEARBOOK, 160 Central Park, S., New York, N. Y. 10019. Published at year-end. Price, $1.65. Includes world history, sports records, science, income tax, Social Security, crossword puzzle guide, space age chronology, parliamentary procedure, American history, maps.

INSTRUMENTS & CONTROL SYSTEMS' BUYERS' GUIDE, RIMBACH PUBLICATIONS, DIV. OF CHILTON CO., 845 Ridge Ave., Pittsburgh, Pa. 15212. Issued in October. Included in yearly subscription rate of $4 in U.S. and Canada.

INSULATION DIRECTORY/ENCYCLOPEDIA, LAKE PUBLISHING CORP., Box 270, Libertyville, Ill. 60048. Issued in May.

(Insurance) AGENT'S & BUYER'S GUIDE, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Contains complete, timesaving "who writes what" market sections for surplus or hard-to-place coverages; provides complete up-to-date information needed for thorough sales-producing surveys, and offers comprehensive treatment of both life and health insurance in language of the general lines man. Published annually in March. Price, $5. (Quantity prices available.)

(Insurance) ARGUS CHART OF HEALTH INSURANCE, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Gives all the significant statement items; underwriting results; analyses of group, individual and total health business; non-can.; hospital; and medical. Published annually in June. Price, $3. (Quantity prices available.)

(Insurance) ARGUS FIRE, CASUALTY, AND SURETY CHART, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Covers comprehensive financial statements, operating reports, plus underwriting and investment results of some 1,400 property and liability insurers. Price, $4. (Quantity prices available.) Published annually in May.

INSURANCE BAR, THE, THE BAR LIST PUBLISHING CO., State Bank Bldg., Evanston, Ill. 60201. Published annually. Price, $10. Includes 3,000 selected insurance defense lawyers in U.S. and Canada.

INSURANCE IN THE UNITED STATES, CYCLOPEDIA OF, THE INDEX PUBLISHING CO., 327 Totowa Ave., Paterson, N. J. 07502. Price, $8.75. Includes all insurance companies in U.S.

(Insurance) LITTLE GEM LIFE CHART, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Full exhibits on 250 companies. Provides policy points of these companies; rates at some 40 "buying" ages—12 or more policies for each company; graded premiums, shown in a simple, easy-to-figure manner. Published annually in April. Price, $6. (Quantity prices available.)

INSURANCE REPORTS, BEST'S, ALFRED M. BEST CO., Park Ave., Morristown, N. J. 07960. Published annually. Includes fire and casualty, $95; life, $40.

(Insurance) TIME SAVER FOR HEALTH INSURANCE, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Pocket-size annual reference that analyzes and describes individual policies of 90 leading health insurers with premiums for all ages. Published annually in June. Price, $7. (Quantity prices available.)

(Insurance) UNDERWRITERS' HANDBOOKS, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Gives the complete local insurance picture for every community in 36 states, plus Chicago, Washington, D.C., and the U.S., Caribbean. Price, $14 each—except the two California volumes (north and south), which because of their large size are $15 each.

(Insurance) UNIQUE MANUAL & LIFE REPORTS, THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. One volume provides both factual reports on all (some 1,300) companies, and complete data on policies, rates, values, costs, options, etc. Published annually in June. Price, $18. (Quantity prices available.)

(Insurance) WHO WRITES WHAT? THE NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Lists what companies will write the unusual in both life and health. Published annually in April. Price, $4.50. (Quantity prices available.)

INTERIOR DESIGNERS, AMERICAN INSTITUTE OF, MEMBERSHIP DIRECTORY, AMERICAN INSTITUTE OF INTERIOR DESIGNERS, 730 Fifth Ave., New York, N. Y. 10019. Price, $25. Includes 4,500 members of the institute with addresses.

INTERIORS' PURCHASING DIRECTORY OF AMERICA'S GREAT SOURCES, WHITNEY PUBLICATIONS, INC., 18 E. 50th St., New York, N. Y. 10022. Issued annually.

INTERNATIONAL YELLOW PAGES (WORLD-WIDE DIRECTORY OF INTERNATIONAL BUSINESS), published by THE REUBEN H. DONNELLEY TELEPHONE DIRECTORY CO., 235 East 45th St., New York, N. Y. 10017. Issued annually in January. Lists addresses and telephone numbers of business firms engaged in international trade under 8,000 classifications in 150 countries. Circulation audited by BPA. Distributed in over 150 countries.

PRINCIPAL BUSINESS DIRECTORIES

INTERSTATE PORT HANDBOOK, ROCKWELL F. CLANCY CO., 75 E. Wacker Dr., Chicago, Ill. 60601. Published annually in May. Price, $6. Lists harbors and docks of the inland waterways of the United States, and harbors and ports on the Great Lakes of the U.S., and suppliers of marine equipment and services.

INVESTORS REVIEW, VICKERS, VICKERS ASSOCIATES, INC., 48 Elm St., Huntington, N. Y. Published continuously. Price, $50. Reports on the buying and selling of securities by investment companies.

IOWA, ENGINEERING SOCIETY DIRECTORY, IOWA ENGINEERING SOCIETY, 506 Shops Bldg., Des Moines, Iowa 50309. Published annually in September. Included in yearly subscription price of $4 for monthly magazine, *The Exponent*. Contains the society roster.

(Iowa General Contractors) DIRECTORY ISSUE, THE CENTRAL CONTRACTOR, 300 Hubbell Bldg., Des Moines, Iowa 50309. Published annually in April. Included in yearly subscription price of $6. Includes a roster of Associated General Contractors of Iowa; Iowa Limestone Producers Association; Master Builders of Iowa; Iowa Asphalt Paving Association; Iowa Concrete Paving Association; Iowa Ready Mix Producers Association; city, county, and state construction officials. This is a monthly publication with a directory published each April.

IRON AND STEEL PLANTS, DIRECTORY OF, STEEL PUBLICATIONS, INC., 624 Grant Bldg., Pittsburgh, Pa. 15230. Published annually. Price, $17, and tax in certain states. Contains the names of approximately 2,500 companies and 22,000 key personnel, such as executives, general and department superintendents, engineers, chemists, metallurgists, foremen, etc.

IRON AND STEEL WORKS DIRECTORY OF THE U.S. AND CANADA, AMERICAN IRON AND STEEL INSTITUTE, 150 E. 42nd St., New York, N. Y. 10017. Price, $10. Includes iron and steel works in U.S. and Canada; rolling mill descriptions, types of products, etc. 1967 Directory now available.

IRRIGATION ENGINEERING & MAINTENANCE'S ANNUAL, H. L. PEACE PUBLICATIONS, 624 Gravier St., New Orleans, La. 70130. Issued in August. Included in yearly subscription price of $5.

JEWELERS' CIRCULAR-KEYSTONE'S JEWELERS' DIRECTORY ISSUE, CHILTON CO., INC., 56th and Chestnut Sts., Philadelphia, Pa. 19139. Published in midyear. Single copy, $3 in U.S. and its possessions; all other countries, $10.

JEWELERS, MANUFACTURING, BUYERS' GUIDE, MANUFACTURING JEWELERS AND SILVERSMITHS OF AMERICA, S-75 Sheraton-Biltmore Hotel, Providence, R. I. 02902. Published every two years. Free. Includes 500 manufacturers.

JEWELRY TRADE DIRECTORY, AMERICAN DIAMOND AND, MESQUITA AND SILVER, INC., 1200 Avenue of the Americas, New York, N. Y. 10036. Published annually. Includes 10,000 diamond dealers, cutters, setters, and manufacturing jewelers as well as pearl, semi- and precious-stone dealers and importers in U.S. and Canada.

JOBBING TRADE, PHELON-SHELDON PUBLICATIONS, INC., 32 Union Sq., New York, N. Y. 10003. Lists about 6,000-8,000 firms, including over 600 rack jobbers. Gives class of goods each firm buys, buyers' names, and location of New York office. Published biannually. Price, $25.

JUNIOR COLLEGE DIRECTORY, AMERICAN ASSOCIATION OF JUNIOR COLLEGES, 1315 Sixteenth St., N.W., Washington, D.C. 20036. Published annually. Price, $1.50. Includes all junior colleges in the country, with names of directors.

JUVENILE MERCHANDISING'S DIRECTORY ISSUE, WILSIR PUBLICATIONS, 301 Sylvan Ave., Englewood Cliffs, N. J. 07632. Issued in October. Included in yearly subscription price of $4. Contains lists of manufacturers of baby carriages and other juvenile merchandise.

KANSAS MANUFACTURERS AND PRODUCTS, DIRECTORY OF, KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT, State Office Bldg., Topeka, Kans. 66612. Published biennially in even-numbered years. Price, $5. Register of goods made in Kansas of approximately 4,000 manufacturers and processors, etc.

KITCHEN BUSINESS' DIRECTORY & PRODUCTS ISSUE, GRALLA PUBLISHING CO., 7 E. 43rd St., New York, N. Y. 10017. Issued in February. Included in yearly subscription price of $2 to qualified trade only.

KNIT GOODS TRADE, DAVISON'S, DAVISON PUBLISHING CO., Ridgewood, N. J. 07450. Published annually in the fall. Single copy, $11.

LABOR PRESS DIRECTORY, INTERNATIONAL LABOR PRESS ASSOCIATION, 815 16th St., N.W., Washington, D.C. 20006. Published every two years. Includes 300 labor publications.

PRINCIPAL BUSINESS DIRECTORIES

LABORATORIES DIRECTORY, AMERICAN COUNCIL OF INDEPENDENT, DOUGLAS DIES, 1026 17th St., N.W., Washington, D.C. 20036. Includes 100 members, index of services, geographic distribution of headquarters.

LANDSCAPE DESIGN & CONSTRUCTION'S PRODUCT DIRECTORY, MIRAMAR PUBLISHING CO., 2048 Cotner Ave., Los Angeles, Calif. 90025. Issued in February. Included in yearly subscription price of $5.

LATHING AND PLASTERING INDUSTRY, WHO'S WHO IN THE, CONTRACTING PLASTERERS' AND LATHERS' INTERNATIONAL ASSOCIATION, 1343 H St., N.W., Washington, D.C. 20005. Published yearly in June. Price, $25. Contains the association membership list; also gives its affiliates, contractors' associations, unions, and manufacturers and suppliers of building industry materials.

LAUNDRY, HOME DIRECTORY, AMERICAN HOME LAUNDRY MANUFACTURERS ASSOCIATION, 20 N. Wacker Dr., Chicago, Ill. 60606. Free. Published annually. Lists association members.

LAW DIRECTORY, MARTINDALE-HUBBELL, INC., Summit, N. J. 07901. Published annually. Price of four volumes, $70. First three volumes contain geographical bar roster of U.S. and Canada, by states and cities, and a roster of patent lawyers. Also, advertising cards of selected title companies, shorthand reporters, examiners of questioned documents; and professional cards of lawyers and law firms. Vol. I includes states, alphabetically, from Alabama through Iowa, a roster of U.S. government lawyers, and a list of colleges and law schools to permit keying each attorney's name to the schools he attended. Vol. II includes Kansas through North Carolina; Vol. III includes North Dakota and balance of states, as well as Canadian and foreign lists. Also, with each named is a well-established bank. Vol. IV contains digests of the laws of each state of the U.S., its possessions, Canada, its 10 provinces, and foreign countries; digests of U.S. patent, copyright, and trademark laws; court calendars, and certain uniform and model acts.

LAW LIBRARIES, DIRECTORY OF, AMERICAN ASSOCIATION OF LAW LIBRARIES, 53 W. Jackson Blvd., Chicago, Ill. 60604. Price, $4.

(Law) SULLIVAN'S LAW DIRECTORY FOR THE STATE OF ILLINOIS, SULLIVAN'S LAW DIRECTORY, 5875 N. Lincoln Ave., Room 224, Chicago, Ill. 60645. Published annually. Price, $9.50, plus R.O. tax, handling and postage. Lists Illinois lawyers, judges, state, county, and city officials. Also federal officials, and the personnel of federal and local courts, with Illinois jurisdiction; officers of national and local bar associations; banks, title, and abstract companies throughout Illinois.

LAWYERS DIRECTORY, THE LAWYERS DIRECTORY, INC., P.O. Box 768, Charlottesville, Va. 22902. Published annually. Price, $25. Includes lawyers and law firms in U.S. and foreign countries and corporate counsel of more than 1,600 major U.S. corporations.

LEATHER BUYERS GUIDE, RUMPF PUBLISHING CO., 300 W. Adams St., Chicago, Ill. 60606. Published annually in August. Price, $1. Includes lists of U.S. and Canadian leather manufacturers.

LIBRARIES, SPECIAL, DIRECTORY OF, SPECIAL LIBRARIES ASSOCIATION, 31 E. 10th St., New York, N. Y. 10003. Published in 1953 and still in print. No plans for a new edition. Price, $5. Includes member libraries, their facilities, and services.

LIBRARY, AMERICAN SCHOOL, DIRECTORY, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Price, $25 per volume. Elementary and secondary school libraries, public and private, in 4 parts: South, West and Southwest, The Midwest and The Northwest. (Each part sold separately.)

LIBRARY ASSOCIATION, AMERICAN, MEMBERSHIP DIRECTORY, AMERICAN LIBRARY ASSOCIATION, 50 E. Huron St., Chicago, Ill. 60611. Published annually. Price, $10. Includes 35,000 members of the association.

LIBRARY DIRECTORY, AMERICAN, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Published biennially in even-numbered years. Price, $25. Includes public, state, club, university, business, and association libraries. In all, it lists 23,000 libraries in U.S., its territories, and Canada, as well as a select list of 4,200 overseas libraries.

LIGHTING BUYERS' GUIDE ISSUE, W. R. C. SMITH PUBLISHING CO., 1760 Peachtree Rd., N.W., Atlanta, Ga. 30309. Published in November. Included in yearly subscription price of $4. Lists manufacturers of lighting fixtures classified by type of product; trade names.

LINENS & DOMESTICS DIRECTORY, SELECT PUBLICATIONS, INC., 900 Northstar Ctr., Minneapolis, Minn. 55402. Issued annually in December. Included in yearly subscription price of $5. Single copies available at $10 each.

PRINCIPAL BUSINESS DIRECTORIES

LINGERIE, LOUNGEWEAR, CORSET & BRASSIERE DIRECTORY, WOMEN'S WEAR DAILY, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued in May and November. Single copy, 50 cents.

LIQUOR HANDBOOK, THE, GAVIN-JOBSON, INC., 820 Second Ave., New York, N. Y. 10017. Issued annually in May. Price, $7.50.

LITERARY MARKET PLACE, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Price, $7.45. Business directory to 18,000 book publishers, reviewers, agents, wholesalers and magazines.

LIVESTOCK REGULATORY ESTABLISHMENTS, STATIONS & OFFICIALS, WORKING REFERENCE OF, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. A 77,221/2·965/11. Published monthly. Single copy, 70 cents; yearly subscription, $6.50 (foreign, $8). Lists include federally inspected meat-packing plants, public stockyards, laboratories, diagnosticians, licensed biological product manufacturers, and state animal disease control officials.

LP-GAS BUYERS' GUIDE ISSUE, MOORE PUBLISHING CO., INC., Ojibway Bldg., Duluth, Minn. 55802. Issued annually in February. Included in yearly subscription price of $3. Lists manufacturers and servicing agencies in the liquefied petroleum gas field.

LUGGAGE & LEATHER GOODS DIRECTORY, HAIRE PUBLISHING CO, 111 Fourth Ave., New York, N. Y. 10003. Issued in July. Price, $1.

LUMBERMEN'S NATIONAL REFERENCE BOOK LUMBERMEN'S CREDIT ASSOCIATION INC., 608 S Dearborn St., Chicago, Ill. 60605. Published semiannually. Includes over 45,000 companies and officials in the lumber industry.

LUTHERAN CHURCH, AMERICAN, YEARBOOK OF THE, AUGSBURG PUBLISHING HOUSE, 426 S. Fifth St, Minneapolis, Minn 55415. Published annually in December. Single copy, $1 25.

MacRAE'S BLUE BOOK, MACRAE'S BLUE BOOK CO, 903 Burlington Ave., Western Springs, Ill. 60658. Published annually in February. Price $25. Four volumes make a complete industrial reference with more than 50 000 leading U.S. manufacturers, listed alphabetically, over 55,000 product headings, and thousands of additional pages of cataloging and in-depth product information, 60,000 current trade names, and over 300,000 basic listing changes since the 1965 edition

MAGAZINE DIRECTORY, Vol II, "THE WORKING PRESS OF THE NATION," THE NATIONAL RESEARCH BUREAU, INC, 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30 Contains an alphabetical index of over 3,000 magazines with complete zip-coded addresses and editors' names, according to specialized fields. Information on deadlines, description of editorial interests, readership analysis, charges for publicity copy and cuts

MAIL ORDER BUSINESS DIRECTORY, B. KLEIN & COMPANY, 104 Fifth Ave., New York, N. Y. 10011. Contains names of more than 3 000 mail order firms whose annual gross business runs into the billions Each company listed geographically, showing buyers' names, and lines of merchandise carried Asterisk after a listing denotes a firm whose volume of business ranks it as one of the 500 largest in the country. 1966 edition, $17.50.

MAILING LIST HOUSES, DIRECTORY OF, B. KLEIN & COMPANY, 104 Fifth Ave, New York, N. Y 10011. Tells at a glance which mailing list houses specialize in the items you need Saves many hours of research, permitting a quick and easy selection of the exact lists needed. Complete information about each house is provided. 1966 edition, $17.50.

MAINTENANCE SUPPLIERS' BUYERS' GUIDE ISSUE, MACNAIR-DORLAND CO, INC 254 W. 31st St., New York, N. Y. 10001. Published in November.

MANUFACTURERS' AGENTS NATIONAL ASSOCIATION, DIRECTORY OF MEMBERS, AGENT AND REPRESENTATIVE CO, 626 N Garfield Ave., Alhambra, Calif 91802. Contained in the July issue of *Agent and Representative Magazine*. Price, $5 annually.

MANUFACTURERS' DIRECTORY, CENTRAL ATLANTIC STATES T. K SANDERSON ORGANIZATION, 200 E. 25th St., Baltimore, Md. 21218. Price, $40. Geographical arrangement of 20,000 manufacturers, products, and executives in Maryland, Virginia, West Virginia, Delaware, District of Columbia, North Carolina, and South Carolina.

MANUFACTURERS & INDUSTRIAL CLASSIFIED DIRECTORY & BUYERS GUIDE, EASTERN, BELL DIRECTORY PUBLISHERS, INC, 2112 Broadway, New York, N. Y. 10023. Published in January.

MANUFACTURERS, ILLINOIS, DIRECTORY, MANUFACTURERS' NEWS, INC., 3 E. Huron St., Chicago, Ill. 60611. Published annually. Price, $34.95 annual rental; $50, if purchased outright. Includes over 23,000 manufacturers and executives.

MARINE CATALOG, SIMMONS-BOARDMAN PUBLISHING CORP., 30 Church St., New York, N. Y. 10007. Published annually early in the year. Contains alphabetical and classified lists of suppliers of products used in marine industries; also a trade-name index, and names of architects and consultants.

MARKET GUIDE, EDITOR & PUBLISHER, EDITOR & PUBLISHER CO., 850 Third Ave., New York, N. Y. 10022. Issued annually in October. Price, $10. Shows shopping centers, supermarkets, department and variety stores, etc.; and air, rail, bus, and barge lines serving large and small cities in the U.S. and Canada—arranged alphabetically by state or province. Exclusive data on daily newspaper markets. Next issue will have 1968 estimates of population, retail sales, and income; extensive detailed individual market surveys for over 1,500 U.S. and Canadian newspaper markets. Data on retailing and other factors.

MARKETS OF AMERICA, ADVERTISER PUBLISHING CO., 1056 Fifth Ave., New York, N. Y. 10028. Issued annually in March. Price, $5.

MARKING PRODUCTS AND EQUIPMENT, MARKING DEVICES PUBLISHING CO., 18 E. Huron St., Chicago, Ill. 60611. Published annually. Price, $1. Includes classified list of supply sources, trade names.

MATERIAL HANDLING ENGINEERING DIRECTORY & HANDBOOK, THE INDUSTRIAL PUBLISHING CO., DIVISION OF PITTSBURGH RAILROAD CO., 812 Huron Rd., Cleveland, Ohio 44115. Issued in the fall of odd years. Price, $12. Contains classified and alphabetical lists of equipment manufacturers; also lists of sales agents and branches, and of rental sources. Price, $15.

MATERIAL HANDLING/PACKAGING/SHIPPING, WESTERN, BUYERS' GUIDE, BAYMER PUBLICATIONS, INC., 440 N. La Brea Ave., Los Angeles, Calif. 90036. Issued in June. Included in yearly subscription price of $4.

MATERIALS ENGINEERING'S MATERIALS SELECTOR ISSUE, REINHOLD PUBLISHING CORP., 430 Park Ave., New York, N. Y. 10022. Published annually in October.

MECHANICAL ENGINEERS' CATALOG AND PRODUCT DIRECTORY, AMERICAN SOCIETY OF MECHANICAL ENGINEERS, 345 E. 47th St., New York, N. Y. 10017. Issued annually in September. Lists equipment and supply manufacturers in this field.

MEDICAL DIRECTORY OF NEW YORK STATE, MEDICAL SOCIETY OF THE STATE OF NEW YORK, 750 Third Ave., New York, N. Y. 10017. Published every two years. Price, $25 (plus New York State sales tax).

MEDICAL SPECIALISTS, A. N. MARQUIS CO., 200 E. Ohio St., Chicago, Ill. 60611. Vol. 12, out of print. Vol. 13, ready spring, 1968. Price, $27.50. Published every two years. Includes over 90,000 listings of specialists in 19 fields of medicine.

MENNONITE YEARBOOK, MENNONITE PUBLISHING CO., 610-614 Walnut Ave., Scottdale, Pa. 15683. Price, $1.50. Includes 6,000 Mennonite ministers in U.S. and foreign countries.

MEN'S AND BOYS' WEAR DIRECTORY, FAIRCHILD'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued in March and September. Lists New York manufacturers only. Price, 50 cents.

MEN'S CLOTHING & SPORTSWEAR DIRECTORY, FAIRCHILD'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued in May and November. Lists New York manufacturers only. Price, 50 cents.

MERCHANDISE MART DIRECTORY, THE MERCHANDISE MART, Chicago, Ill., 60654. Published in January and June. Free. Lists all tenants and exhibitors in the Merchandise Mart, world's largest commercial building.

METAL DIRECTORY, STANDARD, AMERICAN METAL MARKET CO., 525 W. 42nd St., New York, N. Y. 10036. Published every two years. Price, $24. Includes 20,000 foundries, die-casting plants, stamping works, galvanizers, rolling mills and distributors of ores.

METAL FINISHING GUIDEBOOK DIRECTORY, METALS & PLASTICS PUBLICATIONS, INC., 99 Kinderkamack Rd., Westwood, N. J. 07675. Issued annually in summer. Yearly subscription, $5.

METAL STATISTICS, AMERICAN METAL MARKET CO., Metal Statistics, 525 W. 42nd St., New York, N. Y. 10036. Published annually. Price, $5. Includes classified list of supply sources.

PRINCIPAL BUSINESS DIRECTORIES

METALWORKING DIRECTORY, DUN & BRADSTREET, INC., 99 Church St., New York, N. Y. 10008. Published yearly. National edition, $380. Lists geographically, by product classification, and alphabetically, over 36,000 metalworking plants with 20 or more employees, plus over 2,000 metals distributors. Regional editions sell for $165 or $190.

METALWORKING MACHINERY, 1960, REVISION, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. D 7.13/3:1 v. 1.2. A complete two-volume revision of the 1956 Directory of Metalworking Machinery. Price per set, $7.50.

METROPOLITAN TRANSPORTATION & PLANNING DIRECTORY, BOBIT PUBLISHING CO., 1155 Waukegan Rd., Glenview, Ill. 60025. Published biennially. Next issue, February 1969.

(Michigan) MANUFACTURERS, MICHIGAN, DIRECTORY OF, MANUFACTURING PUBLISHING CO., 8543 Puritan Ave., Detroit, Mich. 48238. Published biennially. Price, $40. Includes 16,000 manufacturers. Each manufacturer listed three ways: alphabetically, geographically, and by products classified. All Michigan manufacturers listed free of charge. Names and titles of executives; date established; number of employees (male and female); cable code, and export information.

MICRO-CATALOGS: THOMAS MICRO-CATALOGS, DIVISION OF THOMAS PUBLISHING CO., 461 Eighth Ave., New York, N. Y. 10001. Issued in May, with a supplement in November. Advertising rates: $120 base charge, plus $10 for each additional page up to 50 pages.

MICROWAVE ENGINEERS' HANDBOOK & BUYERS' GUIDE, THE HORIZON HOUSE-MICROWAVE, INC., 610 Washington St., Dedham, Mass. 02026. Published in December. Price, $8 (including foreign orders).

MIDDLE MARKET DIRECTORY, DUN & BRADSTREET, INC., 99 Church St., New York, N. Y. 10008. Published annually. Price, $108.50. Lists alphabetically, geographically, and by line of business 24,500 business organizations with a net worth between $500,000 and $1,000,000, together with their owners, officers, and directors.

MILITARY MARKET MAGAZINE, THE ANNUAL JULY DIRECTORY ISSUE, ARMY TIMES PUBLISHING CO., 2201 M St., N.W., Washington, D. C. 20037. Price, $2.50.

MILITARY, SELLING TO THE, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. D 1.2: Se 4/966. Price, 30 cents.

MILLINERY, WIGS, HAIR PIECES AND WIG ACCESSORIES DIRECTORY, WOMEN'S WEAR DAILY'S, FAIRCHILD PUBLICATIONS, INC., 7 E 12th St., New York, N. Y. 10003. Published in June and January. Price. 50 cents. Lists New York City manufacturers of millinery and millinery supplies.

MILLION DOLLAR DIRECTORY, DUN & BRADSTREET, INC., 99 Church St., New York, N. Y. 10008. Published yearly. Price, $108.50, with renewal for $89.50. Lists alphabetically, geographically, and by line of business 28,500 business organizations with a net worth of $1,000,000 or more, together with their owners, officers, and directors.

MINERALS YEARBOOK, SUPT. OF DOCUMENTS, Washington, D.C. 20402. Includes iron-ore mines, ferro-alloy producers, etc. 1965 volumes being printed. Vol. I—Metals and Minerals (except fuels): $4.25; Vol. II—Fuels: $2.50; Vol. III Area Reports, Domestic: $3.75; Vol. IV—Area Reports, International (in preparation—price or date of availability not known).

MINES MEN DIRECTORY, COLORADO SCHOOL OF MINES ALUMNI ASSOCIATION, Golden, Colo. Published in June. Price, $3.50 when included with annual (domestic) subscription to *Mines Magazine*.

MINES REGISTER, AMERICAN METAL MARKET CO., 525 W. 42nd St., New York, N. Y. 10036. Price, $36. Includes 7,500 nonferrous metal mining companies throughout the world.

MINNESOTA MEDICINE'S ROSTER ISSUE, MINNESOTA STATE MEDICAL ASSOCIATION, 496 Lowery Medical Bldg., St. Paul, Minn. 55102. Issued in June. Yearly subscription, $6.50.

MISSILE & SPACE ALMANAC, AIR FORCE ASSOCIATION, 1750 Pennsylvania Ave., N.W., Washington, D.C. 20006. Published in April. Included in yearly subscription price of *Air Force & Space Digest*, $7.

MOBILE LIFE, DAVIS PUBLICATIONS, INC., 505 Park Ave., New York, N. Y. 10022. Published in May. Yearly subscription, $5.

PRINCIPAL BUSINESS DIRECTORIES

MOP MANUFACTURERS BUYING GUIDE, BRUSHWARE PUBLICATIONS, INC., 44 N. Dean St., Englewood, N. J. 07631. Issued in June. Included in yearly subscription price of $4.

MOTION PICTURE ALMANAC, INTERNATIONAL, QUIGLEY PUBLISHING CO., INC., 1270 Sixth Ave., New York, N. Y. 10020. Issued annually in December. Single copy, $9. Lists photoplay companies, executives, producers, directors, and performers.

MOTION PICTURE HERALD'S MARKET & OPERATING GUIDE EDITION, QUIGLEY PUBLISHING CO., INC., 1270 Sixth Ave., New York, N. Y. 10020. Published annually in March. Yearly subscription, $5.

MOTOR CARRIER DIRECTORY, OFFICIAL, OFFICIAL MOTOR CARRIER DIRECTORY, INC., 1130 S. Canal St., Chicago, Ill. 60607. Issued in March and September. Single copy, $7.50; two-issue subscription, $11.

MOTOR FREIGHT GUIDE, OFFICIAL, OFFICIAL MOTOR FREIGHT GUIDE, INC., 1130 S. Canal St., Chicago, Ill. 60607. Published semiannually as 35 individual city guides, and three for more than one city, including one for four Texas cities. Three guides are issued in January and July, four in February and August, etc. Yearly subscription ranges from $2.50 to $6, depending upon guide ordered. Quantity discounts allowed. Each guide contains a list of carriers in that area.

MUNICIPAL & GOVERNMENT MANUAL, MOODY'S, MOODY'S INVESTORS SERVICE, 99 Church St., New York, N. Y. 10007. Published annually with twice weekly News Reports. Price, $165 a year. Contains an alphabetical list, by states, of municipalities, counties, school districts, irrigation districts, and other public bodies with bonded indebtedness; similar lists for the British Commonwealth, and for various countries in Europe, Latin America, and elsewhere; a utility directory of U.S. and Canadian cities showing their suppliers of electricity, gas, water and transit service; lists of public borrowers, by states, which have issued bonds secured only by the earnings of gas, electric or water utilities, airports, toll roads and bridges, etc., or by tuition payments, dormitory rentals, etc., or by the income from recreational facilities, leased industrial plants, and miscellaneous sources; and lists of officials of the Inter-American Development Bank, and of officials and agents of the European Coal and Steel Community.

MUNICIPAL YEAR BOOK, THE, INTERNATIONAL CITY MANAGER'S ASSOCIATION, 1313 E. 60th St., Chicago, Ill. 60637. Published annually. Price, $12. Lists 2,090 council-manager cities with their city managers. Other cities with a population over 5,000 are divided into two groups, with only mayor and city clerk shown for those under 10,000, but with the chief finance officer, the director of public works, and the police and fire chief also being included for those over 10,000. The book also lists professional organizations of municipal officials, state municipal leagues, and state associations of county officials.

MUTUAL FUND DIRECTORY, IDD, INC., 150 Broadway, New York, N. Y. 10038. Published twice a year in February and August. Price, $6. Includes mutual funds in the U.S. and Canada; contractual plans; tax-exempt bond funds, and exchange funds.

NATION'S RESTAURANT NEWS, LEBHAR-FRIEDMAN PUBLICATIONS, INC., 2 Park Ave., New York, N. Y. 10016. Published biweekly. Price, $2 a year. Includes fortnightly commodity outlook, labor outlook, Washington legislative outlook, plus new technological developments in food service equipment and food products.

NATURALISTS' DIRECTORY (INTERNATIONAL), THE, THE NATURALIST'S DIRECTORY, 376 Turrell Ave., South Orange, N. J. Published biannually. Price, $5. Includes 3,000 naturalists, subjects of interest, natural history museums, and scientific periodicals.

(Naval Academy) ALUMNI, REGISTER OF, ALUMNI ASSOCIATION OF THE UNITED STATES NAVAL ACADEMY, Annapolis, Md. Issued in February. Price, $8 (postpaid)

NAVAL RESERVE REGISTER OF COMMISSIONED & WARRANT OFFICERS OF JULY 1, 1961, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. D 208.12/2/965. Price, $3.

NAVY, U.S., REGISTER OF RETIRED COMMISSIONED & WARRANT OFFICERS, REGULAR & RESERVE, OF THE, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. D 208.12/3:966. Price, $3.

NEBRASKA MANUFACTURERS DIRECTORY, DEPARTMENT OF ECONOMIC DEVELOPMENT, P.O. Box 4666, State Capitol, Lincoln, Neb. 68509. Price, $5.

NETWORK RATES & DATA, SRDS, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly. Yearly subscription, $5. Lists U.S. radio and television networks and affiliated stations for each.

PRINCIPAL BUSINESS DIRECTORIES

NEW ENGLAND CONSTRUCTION'S DIRECTORY ISSUE, NEW ENGLAND CONSTRUCTION, 27 Muzzey St., Lexington, Mass. 02173. Published in March.

NEW ENGLAND ELECTRICAL BLUE BOOK, NEW ENGLAND ELECTRICAL NEWS, INC., 45 Morrissey Blvd., Boston, Mass. 02125. Published in November. Price, $15.

NEW ENGLAND MANUFACTURERS, GEORGE D. HALL CO., 20 Kilby St., Boston, Mass. 02109. Published annually. Price, $55. Includes 14,000 New England manufacturers listed alphabetically, geographically (by state, then by city or town), by products made, and by brand names.

(New England Road Builders) NERBA ANNUAL DIRECTORY, NEW ENGLAND ROAD BUILDERS ASSOCIATION, 20 Kilby St., Boston, Mass. 02109. Issued annually in October.

NEW JERSEY STATE INDUSTRIAL DIRECTORY, NEW JERSEY STATE INDUSTRIAL DIRECTORY, INC., 111 Eighth Ave., New York, N. Y. 10011. Published in June. Price, $50.

NEWSLETTERS AND REPORTING SERVICES, NATIONAL DIRECTORY OF, GALE RESEARCH CO., The Book Tower, Detroit, Mich. 48226. Price, $20.

NEWSPAPER CIRCULATION ANALYSIS, SRDS, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published annually. Individual newspaper circulations analyzed by state, county, metro area, and city. Relevant consumer market data included. Single copy, $10.

NEWSPAPER DIRECTORY, Vol. I, "THE WORKING PRESS OF THE NATION," THE NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30. Leading daily and weekly newspapers are listed geographically and alphabetically. Editorial departments of newspapers are classified by fields of interest. Includes names of editor, managing editor and city editor, etc.; also supplemental information on news services, newsreels, photo services, special interest newspapers, principal foreign-language newspapers in the U.S., and daily newspapers of principal foreign countries printed in England.

(Newspaper) INTERNATIONAL YEARBOOK, EDITOR AND PUBLISHER CO., 850 Third Ave., New York, N. Y. 10022. Published annually in March. Price, $10. Includes daily newspapers, advertising agencies, publishers, editors, etc., in newspaper field in U.S.

NEWSPAPER RATES & DATA, SRDS, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly, with updating bulletins. Yearly subscription rate, $38.50, with Newspaper Circulation Analysis.

NEWSPAPERS AND PERIODICALS, AYER'S DIRECTORY, N. W. AYER & SONS, INC., West Washington Sq., Philadelphia, Pa. 19106. Published annually. Price, $30. Includes newspapers and periodicals in U.S., its territories, Canada, Philippine Islands, Bermuda, and Panama; also alphabetical and classified lists.

NEW YORK IMPORTERS, DIRECTORY OF, COMMERCE & INDUSTRY ASSOCIATION OF NEW YORK, INC., 99 Church St., New York, N. Y. Published periodically. Price, $7 (plus applicable sales tax). Alphabetical and classified lists of 1,700 firms, with date of establishment, bank reference, products imported, countries, brand-names index.

NEW YORK PORT HANDBOOK, PORT RESOURCES INFORMATION COMMITTEE, 1 Broadway, New York, N. Y. 10004. Published in March. Price, $2.50.

NEW YORK STATE INDUSTRIAL DIRECTORY, NEW YORK STATE INDUSTRIAL DIRECTORY, 111 Eighth Ave., New York, N. Y. 10011. Over 800 pages. Lists more than 23,000 firms; 200,000 executives; classified headings of all industry of all 62 counties. Published in January. Price, $75.

NEW YORK STOCK EXCHANGE DIRECTORY, COMMERCE CLEARING HOUSE, 4025 W. Peterson Ave., Chicago, Ill. 60646. Published semiannually, January and June. Price, $9. Includes 2,000 members of the New York Stock Exchange, executives, securities.

NON-FOODS BUYERS, NATIONAL DIRECTORY OF, UNITED PUBLISHING CO., 32 12th St., N.E., Atlanta, Ga. 30309. Price, $25. Geographical listing of over 3,000 firms and 6,000 buyer names in 400 pages. Includes rack jobbers plus non-foods buyers for supermarket chains and voluntary and co-ops.

NORTHWEST FARM EQUIPMENT JOURNAL'S BUYER'S MANUAL, LUMBERMAN PUBLISHING CO., INC., 1011 Upper Midwest Bldg., Minneapolis, Minn. 55401. Published annually in March. Included in yearly subscription price of $2.

NOTION AND NOVELTY REVIEW'S DIRECTORY ISSUE, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Published annually in May. Price, $1. ($1.50 in Canada and Latin America; $3 outside the Americas.) Contains alphabetical and classified lists of suppliers of notions, novelties, art needlework, etc.

(Nursery furniture) SMALL WORLD, EARNSHAW PUBLICATIONS, INC., 101 W. 31st St., New York, N. Y. 10001. Published monthly for retailers and manufacturers of nursery furniture and wheel goods.

OCCUPATIONAL THERAPY, AMERICAN JOURNAL OF, BUYERS' GUIDE, AMERICAN OCCUPATIONAL THERAPY ASSOCIATION, 251 Park Ave. S., New York, N. Y. 10010. Published annually in March. Included in yearly subscription price of $7.50. Single copies, $1.35.

OFFICE MACHINE INDUSTRY, WHO'S WHO IN, NATIONAL OFFICE DEALERS ASSOCIATION, 1411 Peterson Ave., Park Ridge, Ill. 60068. Published every other year. Price, $50. Contains list of office machine makers and dealers and their executives.

OIL/CHEMICAL BUYERS GUIDE, WORCO INDUSTRIES, INC., Western Saving Fund Bldg., Broad and Chestnut Sts., Philadelphia, Pa. 19107. Published semiannually for the oil, chemical (organic and inorganic), petroleum and petrochemical, machinery and equipment, raw materials, scientific instruments, materials handling, packaging and related industries. Distributed in the U.S. and foreign countries. In addition to product source listings, editorial includes: trade names, new product reviews, engineering and statistical data.

OIL FIELD EQUIPMENT & SERVICES, COMPLETE CATALOG OF, GULF PUBLISHING CO., Box 2608, Houston, Texas 77001. Issued in January of even years. Price, $72.

OIL PRODUCERS MAILING LIST DIRECTORY, PETROLEUM SERVICE BUREAU, P.O. Box 1826, Tulsa, Okla. 74101. Price per single copy, $35. Includes 8,500 operating personnel. Yearly continuous service, with monthly supplement revisions, $75.

OMC, OFFICE MASTER CATALOG, UNITED TECHNICAL PUBLICATIONS, DIV. COX BROADCASTING CORP., 645 Stewart Ave., Garden City, N. Y. 11530. Catalog section, plus directories of products; manufacturers/sales offices; trade names; office supply dealers. Distributed to 83,000 office executives and buyers. Published annually. Price, $15.

OPTICAL INDUSTRY AND SYSTEMS DIRECTORY, OPTICAL PUBLISHING CO., INC., 7 North St., Pittsfield, Mass. 01201. Published annually. Price, $16.50 in U.S. and Canada (postage additional overseas). Includes 2,500 firms supplying the optical industry and its related fields, both in the U.S. and abroad, with product listings, names of executives and officials, alphabetical and geographical breakdowns.

OPTOMETRIC WORLD'S ANNUAL TRADE DIRECTORY & BUYERS GUIDE, OCCIDENTAL PUBLISHING CO., 3924 Sunset Blvd., Los Angeles, Calif. 90029. Special issues: January—Optical Industry Trade Directory and Buyers' Guide; February—California Optometric Association Annual Congress Issue; March—Annual Sunwear Issue; April—Optical Equipment Issue; June—American Optometric Association Annual Congress Issue; October—Contact Lens Trade Directory and Buyers' Guide Issue.

OPTOMETRISTS, BLUE BOOK, THE PROFESSIONAL PRESS, INC., 5 N. Wabash Ave., Chicago, Ill. 60602. Price, $8. Published every two years. Next edition out in April 1968. Includes specialists in U.S. and Canada.

OREGON MANUFACTURER'S DIRECTORY AND BUYER'S GUIDE, ECONOMIC DEVELOPMENT DIVISION, STATE OF OREGON, 560 State Office Bldg., Portland, Ore. 97201. Price, $5. Lists Oregon manufacturing establishments alphabetically, geographically (by city within county), and by product, using Standard Industrial Classification codes.

OSTEOPATHIC PHYSICIANS, DIRECTORY OF, AMERICAN OSTEOPATHIC ASSOCIATION, 212 E. Ohio St., Chicago, Ill. 60611. Published annually in January. Single copy, $25; extra copies, $12.50 each.

PACIFIC COAST AVIATION DIRECTORY, PACIFIC COAST AND WESTERN STATES AVIATION DIRECTORY, P.O. Box 3001, Stanford, Calif. 94305. Published in June. Lists airports, manufacturers, distributors, and servicing companies, and many of their executives.

PACIFIC HOTEL DIRECTORY & TRAVEL GUIDE, PACIFIC TRAVEL NEWS, 274 Brannan St., San Francisco, Calif. 94107. Published annually in October. Price, $5.

PACIFIC NORTHWEST MARITIME DIRECTORY, MARINE DIGEST PUBLISHING CO., 79 Columbia St., Seattle, Wash. 98104. Published annually. Price, $2. Includes 7,000 companies in commercial shipping.

PACIFIC SOUTHWEST DIRECTORY, FEED, SEED, GRAIN & MILLING (Arizona, California, Hawaii, Nevada, and Utah), CALIFORNIA GRAIN & FEED ASSOCIATION, 3333 Watt Ave., Sacramento, Calif. 95821. Issued each June 30. Price, $5.

PRINCIPAL BUSINESS DIRECTORIES

PACKAGING DIRECTORY, GOOD PACKAGING'S WESTERN, PACIFIC TRADE JOURNALS, INC., 151 Mission St., San Francisco, Calif. 94105. Issued annually in February. Yearly subscription, $10.

PACKAGING MACHINERY CATALOG, ANGUS J. RAY PUBLISHING CO., 2 N. Riverside Plaza, Chicago, Ill. 60606. Issued in September. Price, $5. Contains classified and alphabetical lists of manufacturers of packaging machinery.

PACKAGING MACHINERY, OFFICIAL DIRECTORY, THE PACKAGING MACHINERY MANUFACTURERS INSTITUTE, INC., 2000 K St., N.W., Washington, D.C. 20006. Contains index of packaging machinery and manufacturers, machinery data, key executives; story of PMMI; 256 pages.

PACKING AND SHIPPING, BONNELL'S DIRECTORY, BONNELL'S PUBLICATIONS, INC., 437 E. Fifth St., Plainfield, N.J. 07060. Published semiannually. Price, $2. Includes 5,000 manufacturers of packing and shipping supplies in U.S.

PAPER & ALLIED TRADES, LOCKWOOD'S DIRECTORY OF THE, LOCKWOOD TRADE JOURNAL CO., INC., 551 Fifth Ave., New York, N. Y. 10017. Published annually in November. Price, $25.

PAPER, FILM & FOIL CONVERTER'S ANNUAL DIRECTORY OF MATERIALS, MACHINERY, EQUIPMENT & SUPPLIES FOR CONVERTERS, PEACOCK BUSINESS PRESS, INC., 200 S. Prospect Ave., Park Ridge, Ill. Issued annually in June. Price, $1.50; yearly subscription, $6. Manufacturers' listings are classified according to product.

(Paper) WALDEN'S ABC GUIDE & PAPER PRODUCTION YEARBOOK, WALDEN SONS & MOTT, INC., 486 Kinderkamack Rd., Oradell, N. J. 07649. Issued annually in February. Price, $15. Contains alphabetical and classified lists of paper manufacturers and converters.

(Paper Wholesalers) SOURCE OF SUPPLY DIRECTORY, PEACOCK BUSINESS PRESS, INC., 200 S. Prospect Ave., Park Ridge, Ill. Issued annually in January. Price, $10. Includes both alphabetical and geographical lists of paper wholesalers and of manufacturers who sell through paper wholesalers.

PAPER YEAR BOOK, THE, OJIBWAY PRESS, Ojibway Bldg., Duluth, Minn. 55802. Available in March. Revised annually. Price, $10.

PARK MAINTENANCE'S ANNUAL BUYER'S GUIDE ISSUE –published in October; ANNUAL SWIMMING POOL ISSUE—March; TURF RESEARCH AND IRRIGATION ANNUAL—July. MADISON PUBLISHING CO., Box 409, Appleton, Wis. 54911. Yearly subscriptions, $4.

PARKS & RECREATION, NATIONAL RECREATION AND PARK ASSOCIATION, 1700 Pennsylvania Ave., N.W., Washington, D.C. 20006. Price, $5.

(Patent Attorneys) ROSTER OF ATTORNEYS & AGENTS REGISTERED TO PRACTICE BEFORE THE U.S. PATENT OFFICE, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. C 21.9; 1965 and 1966, $1 each.

PATTERSON'S SOURCE GUIDE FOR EDUCATIONAL MATERIALS AND EQUIPMENT, EDUCATIONAL DIRECTORIES, INC., Box 199, Mt. Prospect, Ill. 60056. Issued semiannually in March and October. Price, $1 (plus postage).

PERIODICALS DIRECTORY, ULRICH'S, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Two volumes, published in alternate years, each with annual supplements. Price, $15 per volume. Lists some 27,000 periodicals, foreign and U.S. Vol. I: Scientific Technical and Medical Periodicals; Vol. II: The Arts, Humanities, Social Sciences and Business.

PEST CONTROL'S CHEMICAL DIRECTORY ISSUE, TRADE MAGAZINES, INC., 1900 Euclid Ave., Cleveland, Ohio 44115. Published in March. Included in yearly subscription price of $5.

PEST CONTROL'S EQUIPMENT DIRECTORY ISSUE, TRADE MAGAZINES DIV. HARVEST PUBLISHING CO., 1900 Euclid Ave., Cleveland, Ohio 44115. Published in May. Included in yearly subscription price of $5.

PETROCHEMICAL PLANTS, WORLDWIDE PERSONNEL DIRECTORY OF, THE OIL AND GAS JOURNAL, Directory Dept., Box 1260, Tulsa, Okla. 74101. Published annually October 1. Contains personnel listings as well as statistical surveys on feedstocks, processes, and end products for petrochemical plants throughout the world. More than 7,000 names of key men with titles, addresses and phone numbers in home offices and plants. Information concerning plants that process crude oil, refinery products, natural gas and/or natural-gas liquids to manufacture petrochemicals. Price, $20.

PETROLEUM ENGINEER'S WORLD-WIDE NEW EQUIPMENT GUIDE, PETROLEUM ENGINEER PUBLISHING CO., Box 1589, Dallas, Texas 75202. Published annually in July. Lists manufacturers and suppliers to the oil and gas industry.

PETROLEUM NEWS MID-WAY "FACTBOOK" ISSUE, NATIONAL, McGRAW-HILL, INC., 330 W. 42nd St., New York, N. Y. 10036. Published annually. Yearly subscription, $6. Contains statistics on all facets of oil marketing, including distribution, products, markets, etc.

PETROLEUM REGISTER, INTERNATIONAL, PALMER PUBLICATIONS, 25 W. 45th St., New York, N. Y. 10036. Issued biennially in February; latest issue, 1967. Price, $35. Includes Petroleum Equipment and Service Directory (buyers' guide section).

PETROLEUM REPORT, WORLD, MONA PALMER PUBLISHING CO., 25 W. 45th St., New York, N. Y. 10036. Issued annually in February. Single copy, $12.

PET SHOP MANAGEMENT DIRECTORY, PET SHOP MANAGEMENT, INC., 91 S. Main St., Fond du Lac, Wis. 54935. Published monthly. Single copies, $1.25 when available. Subscription in U.S. and possessions, one year, $9; two years, $14.50; three years, $18. Canada, yearly, $20; foreign, $24. Manufacturers, $15 one year.

(Pharmacy) EL FARMACEUTICO'S BUYERS GUIDE & REFERENCE ISSUE, EL FARMACEUTICO PUBLISHING CO., INC., 50 Main St., Flemington, N. J. 08822. Published in June in Spanish. Circulation 25,000.

PHOTO DEALER DIRECTORY OF THE PHOTOGRAPHIC INDUSTRY, GELLERT PUBLISHING CORP., 33 W. 60th St., New York, N. Y. 10023. Published annually in March. Yearly subscription, $5.

PHOTOGRAPHER'S HANDBOOK, FREE-LANCE, NEW YORK INSTITUTE OF PHOTOGRAPHY, 10 W. 33rd St., New York, N. Y. 10001. Issued annually in June. Single copy, $5.

PHOTOGRAPHIC INDUSTRY, DIRECTORY OF THE, PHOTO DEALER MAGAZINE, 33 W. 60th St., New York, N. Y. 10023. Published annually. Subscription price, $5. Includes manufacturers, distributors, products.

PHOTOGRAPHY, PROFESSIONAL, DIRECTORY OF, PROFESSIONAL PHOTOGRAPHERS OF AMERICA, INC., 1090 Executive Way, Oak Leaf Commons, Des Plaines, Ill. 60018. Published annually in August. Price, $5.

PHYSICIAN AND HOSPITAL SUPPLY HOUSES, HAYES DIRECTORY OF, EDWARD N. HAYES, 4229 Birch St., Newport Beach, Calif. 92660. Lists 1,200 U.S. hospital and physician supply houses, including financial ratings. Issued annually in July. Price, $15.

PIPELINE CATALOG, GULF PUBLISHING CO., Box 2608, Houston, Texas 77001. Published annually in fall. Single copy, $14.

PLANT & PRODUCT DIRECTORY, THE (1966), FORTUNE, FORTUNE PLANT & PRODUCT DIRECTORY, Time & Life Bldg., Rockefeller Center, New York, N. Y. 10020. An offshoot of *Fortune's* annual directory of the 500 largest U.S. corporations. Price, $95 ($80 in lots of five or more). Lists, in two volumes totaling about 1,700 pages, all plants of the 1,000 largest U.S. manufacturing companies.

PLANT ENGINEER & SUPERINTENDENT DIRECTORY & EQUIPMENT GUIDE, ROCKWELL F. CLANCY CO., 75 E Wacker Dr., Chicago, Ill. 60601. Published annually in July. Price, $25. Lists chief engineers, purchasing agents, and plant and building maintenance superintendents and engineers in Illinois, Indiana, and Wisconsin.

PLASTIC DIRECTORY, WESTERN, WESTERN PLASTIC, 274 Brannan St., San Francisco, Calif. 94107. Published annually in January. Price, $4 to qualified subscribers not in 13 western states; free to qualified in western states. Single copy directory, $5.

(Plastic Engineers) SPE JOURNAL'S ROSTER ISSUE, SOCIETY OF PLASTICS ENGINEERS, INC., 65 Prospect St., Stamford, Conn. 06902. Published in August. Annual subscription, $8.

PLASTICS ENCYCLOPEDIA, MODERN, McGRAW-HILL, INC., 1301 Avenue of the Americas, New York, N. Y. 10019. Published as second issue in September. Price, $10. Subscription price includes directory issue. Lists manufacturers, processors, distributors, and supply sources.

PLASTICS, REINFORCED, ANNUAL DIRECTORY ISSUE, CAHNERS PUBLISHING CO., INC., 221 Columbus Ave., Boston, Mass. 02116. Published in November and December. Per issue, $1. Yearly subscription, $4.

PRINCIPAL BUSINESS DIRECTORIES

PLASTICS WORLD, CAHNERS PUBLISHING CO., INC., 221 Columbus Ave., Boston, Mass. 02116. A directory of the plastics industry. Published in October. Per issue, $2. Yearly subscription, $8.

PLAYTHINGS DIRECTORY ISSUE, GEYER-MCALLISTER PUBLICATIONS, INC., 51 Madison Ave., New York, N. Y. 10010. Includes 1,800 manufacturers of toys and playthings in the U.S.

PODIATRY ASSOCIATION, AMERICAN, DESK REFERENCE OF THE, AMERICAN PODIATRY ASSOCIATION, 3301 16th St., N.W., Washington, D.C. 20010. Issued annually in October.

POISON CONTROL CENTERS, DIRECTORY OF, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. FS 2.2:P75/2/965. Price, 20 cents a copy.

POST EXCHANGE & COMMISSARY DIRECTORY & BUYERS' GUIDE, GLENWOOD PUBLISHING CO., 799 Roosevelt Rd., Bldg. 8, Glen Ellyn, Ill. 60137. Subscription, $10 per year, includes this directory issued in February. Contains product index, product listings, manufacturers' addresses, military representatives, brand names.

POST OFFICES, DIRECTORY OF, SUPT. OF DOCUMENTS, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Published annually. A list of all post offices, branch post offices, and stations arranged by states, counties within states, Army posts, camps, etc. Catalog No. Pl. 10/4:965. Price, $2.75.

POSTAL AND SHIPPERS GUIDE, BULLINGER'S GUIDES, INC., 60 Woodland Ave., Westwood, N. J. 07675. Published annually. Price, $27. Lists railroad freight stations, post offices with zip codes or nearest post office to any given place in the U.S. and Canada.

(Poultry) WHO'S WHO IN THE EGG & POULTRY INDUSTRIES, WATT PUBLISHING CO., Mt. Morris, Ill. 61054. Published annually in June. Single copy, $15. Lists manufacturers, egg and poultry buyers and processors, further processors, exporters, wholesalers, warehouses, brokers, etc., as well as associations and government agencies in related fields.

POWER TRANSMISSION & BEARING HANDBOOK, THE INDUSTRIAL PUBLISHING CORP., 812 Huron Rd., Cleveland, Ohio 44115. Issued in November of even years. Price, $15.

PREMIUM MERCHANDISING'S DIRECTORY ISSUE, MERCHANDISING PUBLICATIONS, INC., 41 E. 42nd St., New York, N. Y. 10017. Issued in January. Price, $1. Lists premium manufacturers.

PREMIUM PRACTICE DIRECTORY OF SUPPLY SOURCES, BILL BROTHERS PUBLICATIONS, 630 Third Ave., New York, N. Y. 10017. Published in January. Price, $1. Lists suppliers of premium merchandise.

(Premiums) DIRECTORY ISSUES OF INCENTIVES, MAGAZINE OF THE PREMIUM INDUSTRY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y., 10003. Published annually in January. Included in yearly subscription price of $4. Contains classified and alphabetical lists of suppliers of products.

(Press) THE WORKING PRESS OF THE NATION, THE NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually in four volumes; Vol. 1—The Newspaper Directory; Vol. 2—The Magazine Directory; Vol. 3—The Radio and Television Directory; Vol. 4—The Feature Writer and Syndicate Directory. May be purchased individually at $30 per volume, or as a complete four-volume set for $79.50.

(Printing) EL ARTE TIPOGRAFICO'S BUYERS' GUIDE ISSUE, GRAPHIC MAGAZINES, INC., 61 Hilton Ave., Garden City, N. Y. Published in September in Spanish. Controlled circulation throughout Latin America.

(Printing) INLAND PRINTER/AMERICAN LITHOGRAPHER'S ANNUAL BUYER'S REFERENCE GUIDE FOR EQUIPMENT, SUPPLIES & SERVICES, MACLEAN-HUNTER PUBLISHING CORP., 300 W. Adams St., Chicago, Ill. 60606. Issued in December. Part of yearly subscription, $5, or 50 cents alone.

PRINTING PRODUCTION'S "WHERE TO BUY" GUIDE, PENTON PUBLISHING CO., 1213 W. Third St., Cleveland, Ohio 44113. Issued in December. Yearly subscription, $5; 2 years, $8.

PRINTING PURCHASING MANUAL, WALDEN SONS & MOTT, INC., 466 Kinderkamack Rd., Oradell, N. J. 07649. Published annually in August. Single copy, $2.50. Contains classified and alphabetical lists of suppliers of products used in the printing industry; also a list of related associations.

PRINCIPAL BUSINESS DIRECTORIES

PRINTING TRADES BLUE BOOK, A. F. LEWIS & CO. OF NEW YORK, INC., 853 Broadway, New York, N. Y. 10003. Published in three editions: New York edition annually in February; Northeastern edition in August of even years; Southeastern edition in August of odd years. Price, $25.

PRODUCT ENCYCLOPEDIA, PD&D (PRODUCT DESIGN & DEVELOPMENT) CHILTON CO., 56th and Chestnut Sts., Philadelphia, Pa. 19139. Published annually. Price, $5. Includes a master index of all product classifications (hardware, materials, laboratory equipment, etc.), and a master index of all manufacturers mentioned anywhere in the book.

PUBLIC RELATIONS REGISTER, PUBLIC RELATIONS SOCIETY OF AMERICA, INC., 845 Third Ave., New York, N. Y. 10022. Issued annually in July. Price, $35. Society members are listed by name, area, and affiliated firm.

PUBLIC RELATIONS, WHO'S WHO IN, PR PUBLISHING CO., INC., Meriden, N. H. 03770. Third (1967) edition in preparation. Price, $40. Public relations leaders around the world are listed, both geographically and alphabetically, with brief sketches of each.

PUBLIC UTILITIES FINANCIAL STATISTICS, C. A. TURNER, 827 S. LaSalle St., Chicago, Ill. 60604. Published annually. Price, $27.50. Public utility companies in U.S., 4,000 officials and executives.

PUBLIC UTILITY MANUAL, MOODY'S, MOODY'S INVESTORS SERVICE, INC., 99 Church St., New York, N. Y. 10007. Published annually with twice-weekly news reports. Price, $115 a year. Contains an alphabetical index of utilities in U.S. and Canada, etc.; a table of U.S. and Canadian cities showing suppliers of electricity, gas, water, and transit service for each; and individual company summaries which include officers, directors, plants, service areas, and subsidiaries, with dates of acquisition, etc., of the latter.

PUBLIC WELFARE DIRECTORY, AMERICAN PUBLIC WELFARE ASSOCIATION, 1313 E. 60th St., Chicago, Ill. 60637. Published annually. Price, $15. Includes administrative staffs of federal, state, and local welfare agencies in U.S. and Canada.

PULP & PAPER DIRECTORY, POST'S, MILLER FREEMAN PUBLICATIONS, INC., 370 Lexington Ave., New York, N. Y. 10017. Issued annually in January. Paid circulation.

PULP & PAPER MANUFACTURER'S MILL & PERSONNEL DIRECTORY, SOUTHERN, ERNEST H. ABERNETHY PUBLISHING CO., INC., 75 Third St., N.W., Atlanta, Ga. 30308. Published annually on October 1. Price, $5.

PURCHASING AGENT, SOUTHWESTERN, BUYER'S GUIDE ISSUE, PURCHASING AGENTS ASSOCIATION OF LOS ANGELES, 412 W. 6th St., Los Angeles, Calif. 90014. Issued in November. Included in $6 yearly subscription.

PURCHASING DIRECTORY, CONOVER-MAST, INDUSTRIAL DIRECTORIES, INC., 95 East Putnam Ave., Greenwich, Conn. 06830. Issued in April and October.

RADIO AMATEUR CALLBOOK, RADIO AMATEUR CALLBOOK, INC., 4844 W. Fullerton Ave., Chicago, Ill. 60639. Two sections, U.S. and foreign; both issued quarterly. Single copy of U.S. section, $6.95; yearly subscription, $24. Single copy of foreign section, $4.95; yearly subscription, $16. U.S. section lists approximately 283,000 licensed radio amateurs; the foreign section about 135,000.

RADIO AMATEUR'S HANDBOOK, AMERICAN RADIO RELAY LEAGUE, INC., 225 Main St., Newington, Conn. 06111. Issued in January. Price of yearly subscription to magazine *QST*, $7.50.

RADIO AND TV DIRECTORY, WORKING PRESS OF THE NATION, NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30. Includes stations, executives, public relations contacts, etc.

RADIO-ELECTRONIC MASTER, UNITED TECHNICAL PUBLICATIONS, DIV. COX BROADCASTING CORP., 645 Stewart Ave., Garden City, N. Y. 1,800-page catalog of standard electronic products divided into 32 product categories. Published annually. Single copy, $10.

RADIO AND TELEVISION DIRECTORY, Vol. III, "Working Press of the Nation," NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30. Lists all major radio and TV stations in the U.S. geographically, including addresses and personnel. Also included are power and networks. Programing sections by categories contain name and description of program, the master of ceremonies, broadcast days and times, whether guests are used.

PRINCIPAL BUSINESS DIRECTORIES

RADIO RATES & DATA, SRDS, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly with updating bulletins. Price, $44. Lists U.S. radio stations, grouped by state and city, with rates and other details.

RAILROAD OFFICIALS, POCKET LIST OF, THE RAILWAY EQUIPMENT & PUBLICATION CO., 424 W. 33rd St., New York, N. Y. 10001. Published quarterly in January, April, etc. Single copy, $4; per year, $10.

RAILROADING, WHO'S WHO IN NORTH AMERICA, SIMMONS-BOARDMAN PUBLISHING CORP., 30 Church St., New York, N. Y. 10007. Includes railway supply manufacturers, leaders of railroad labor organizations, members of regulatory bodies, transportation economists, specialists in railway finance, educators concerned with railroad problems, ICC practitioners, and selected group of consultants, authors, and editors.

RAILWAYS, ETC., THE OFFICIAL GUIDE OF THE, NATIONAL RAILWAY PUBLICATION CO., 424 W. 33rd St., New York, N. Y. 10001. Published monthly. Price, $39 per year; single copy, $5. Carries passenger schedules and freight information on U.S., Canadian, and Mexican railways; lists their offices and principal officials; railway associations and their officials; the membership of government commissions, committees, and boards handling railway matters. Also shows steamship lines and their officials, airlines and their principal offices, as well as military posts and hospitals, national parks, and alphabetical lists of points served by rail, air, or water routes.

READY-TO-WEAR DIRECTORY, WOMEN'S WEAR DAILY'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued in April and October. Price, 50 cents. Lists New York City manufacturers of dresses and women's coats, suits, etc.

(Real Estate) CALIFORNIA REAL ESTATE ROSTER, CALIFORNIA REAL ESTATE ASSOCIATION, 520 South Grand Ave., Los Angeles, Calif. 90017. Published annually in June. Price, $10.

REAL ESTATE HANDBOOK & DIRECTORY, NATIONAL (annual) REAL ESTATE INVESTOR, NATIONAL (monthly), DORNOST PUBLISHING CO., INC., 132 W. 31st St., New York, N. Y. 10001.

REALTORS, NATIONAL ROSTER OF, DIRECTORY, STAMATS PUBLISHING CO., 427 Sixth Ave., S.E., Cedar Rapids, Iowa 52406. Published in the spring.

REFINING AND GAS PROCESSING, WORLD-WIDE PERSONNEL DIRECTORY OF, THE OIL AND GAS JOURNAL, P.O. Box 1260, Tulsa, Okla. 74101. Published annually, May 1. Price, $30. Lists 1,700 refineries, gas processing; compounding and rerefining plants; names of 13,000 key personnel with titles, addresses and phone numbers; statistical surveys showing total plant throughput and downstream processes and capacities; and projects newly completed, under construction or planned. An additional section shows engineering and/or construction firms with services for petroleum processing plants.

(Refrigerated) DIRECTORY OF, REFRIGERATED PUBLIC WAREHOUSES, NATIONAL ASSOCIATION OF REFRIGERATED WAREHOUSES, 1210 Tower Bldg., Washington, D.C. 20005. Published annually. Price, $10. Free to users of public refrigerated warehouses. Includes 500 refrigerated warehouses, executives, services.

RENTAL PRODUCTS, DIRECTORY ISSUE OF RENTAL EQUIPMENT REGISTER, MIRAMAR PUBLISHING CO., 2048 Cotner Ave., Los Angeles, Calif. 90025. Published in June. Yearly subscription, $5.

REPRODUCTIONS ENCYCLOPEDIA, GEYER-MCALLISTER PUBLICATIONS, INC., 51 Madison Ave., New York, N. Y. 10010. Incorporated in the July issue of *Reproductions Review*. Issued annually. Price, $2.50. Includes classified lists of the makers of materials and supplies for the duplicating industry.

RESEARCH SOCIETY OF AMERICA, OPERATIONS, DIRECTORY, OPERATIONS RESEARCH SOCIETY OF AMERICA, 428 E. Preston St., Baltimore, Md. 21202. Published annually. Price, $2.50. Includes 5,500 members of the society and their addresses.

RICE ANNUAL, FORT PIPES, 823 Perdido St., New Orleans, La. 70112. Published annually in June, as a 13th issue of *The Rice Journal*. Yearly subscription price, $5. Lists U.S. rice mills and their personnel, and drying and storage plants.

ROOFER, AMERICAN, & BUILDING IMPROVEMENT CONTRACTOR'S MANUAL & DIRECTORY EDITION, SHELTER PUBLICATIONS, 205 W. Monroe St., Chicago, Ill. 60606. Issued annually in March. Subscription, $5; directory issue alone, 75 cents. Contains classified lists of manufacturers, distributors, etc., supplying materials and services for the building and roofing industries.

(Rubber) MATERIALS AND COMPOUNDING INGREDIENTS FOR RUBBER, RUBBER WORLD MAGAZINE, BILL PUBLICATIONS, 630 Third Ave., New York, N. Y. 10017. Profiles every rubber ingredient on the market.

PRINCIPAL BUSINESS DIRECTORIES

RUBBER RED BOOK, PALMERTON PUBLISHING CO., 101 W. 31st St., New York, N. Y. 10001. Published annually. Price, $20. Includes Section I: rubber manufacturers; Section II: suppliers; Section III: leading people in the industry.

SAFETY-MAINTENANCE DIRECTORY, BEST'S, ALFRED M. BEST CO., INC., Park Ave., Morristown, N. J. 07960. Published in the even years. Price, $10.

(Safety) OCCUPATIONAL HAZARDS' PRODUCT DATA GUIDE ISSUE, THE INDUSTRIAL PUBLISHING CO., 812 Huron Road, Cleveland, Ohio 44115. Published in January. Yearly subscription, $12 in U.S.; single copies, $1.25.

SALESMEN'S DIRECTORY, NATIONAL, H. H. FORD CO., 219 Westfield Blvd., Indianapolis, Ind. 46208. Published annually. Price, $10. Includes 2,500 specialty salesmen, house-to-house wagon jobbers.

SALES PROMOTION ALMANAC, ADVERTISING AND SALES PROMOTION, 740 N. Rush St., Chicago, Ill. 60611. Published annually. Price, $1. Includes 400 special days, weeks and months; conventions, awards.

SANITARY MAINTENANCE'S BUYER'S GUIDE DIRECTORY, TRADE PRESS PUBLISHING CO., 407 E. Michigan St., Milwaukee, Wis. 53201. Issued in January. Included in yearly subscription price of $4.

SANITATION INDUSTRY YEARBOOK, RRJ PUBLISHING CORP., 210 E. 53rd St., New York, N. Y. 10022. Issued in June. Price, $15. Sent free to all subscribers to *Refuse Removal Journal—Solid Wastes Management*. Subscription, $5 annually.

SAVINGS AND LOAN ASSOCIATIONS, AMERICAN DIRECTORY OF, T. K. SANDERSON, 200 E. 25th St., Baltimore, Md. 21218. Published annually. Price, $30. Includes over 6,000 savings, building, loan and cooperative banks in U.S., with names of executives, zip codes, area codes, telephone numbers, branches.

SCHOLARS, AMERICAN, DIRECTORY OF, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Includes leading American scholars; title, subject, college attended, addresses. Fourth edition in four volumes: Vol. I—History (1963); Vol. II—English, Speech, and Drama (1964); Vol. III—Foreign Languages, Linguistics and Philology (1964); Vol. IV—Philosophy, Religion and Law (1964). Price, $15 net prepaid each volume.

SCHOOL & UNIVERSITY MAGAZINE, AMERICAN, Plant Planning & Purchasing Guide, BUTTENHEIM PUBLISHING CORP., 757 Third Ave., New York, N. Y. 10017. Published in May. Yearly subscription, $8.

SCHOOL ARTS MAGAZINE'S BUYERS GUIDE ISSUE, DAVIS PUBLICATIONS, INC., Printers Bldg., Worcester, Mass. 01608. Issued in February. Included in yearly subscription price of $7.

SCHOOL LIBRARY SUPERVISORS DIRECTORY, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Published annually. Price, $12.85. Lists school library supervisors by state, county and city; includes statistics on each state's educational and school library systems.

SCHOOLS, PRIVATE INDEPENDENT, BUNTING & LYON, INC., 238 N. Main St., Wallingford, Conn. 06492. Published annually. Price, $15. Includes 960 schools in the U.S. and American schools in territories and foreign countries.

SCHOOL SHOP'S DIRECTORY ISSUE, PRAKKEN PUBLICATIONS, 416 Longshore Dr., Ann Arbor, Mich. 48107. Issued in April. Included in yearly subscription price of $4, or available at single copy price of $1.

SCHOOLS, PUBLIC SECONDARY DAY, DIRECTORY OF, 1958-59, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. FS 5.220:20031. Price, $1.25.

SCHOOLS, SUMMER STUDIES IN PRIVATE INDEPENDENT, BUNTING & LYON, INC., 238 N. Main St., Wallingford, Conn. 06492. Published annually. Price, $6. Includes 153 schools in the U.S. and American schools in foreign countries.

SCIENCE, AMERICAN MEN OF, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Price, $25 per volume. (Physical and Biological Sciences Section in six volumes.) Includes 135,000 biographies of American and Canadian scientists.

SCIENTIFIC DIRECTORY, NATIONAL INSTITUTES OF HEALTH, U.S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. FS 2.21:41. Price, 55 cents.

(Security Trades) NSTA YEAR BOOK, IDD, INC., 150 Broadway, New York, N. Y. 10038. Issued yearly in the fall. Price, $5. Includes an alphabetical list of the membership of the National Security Traders Association.

PRINCIPAL BUSINESS DIRECTORIES

SEED TRADE BUYERS' GUIDE, SEED WORLD PUBLICATIONS, P.O. Box 568, LaGrange, Ill. 60525. Issued annually in January. Price, $5. Contains classified lists of suppliers by states.

SELLING TO THE MILITARY, U. S. GOVERNMENT PRINTING OFFICE, Washington, D.C. 20402. Catalog No. D 1.2: Se 4/966. Price, 30 cents.

(Service Distributors) RACK JOBBERS, NATIONAL DIRECTORY OF, UNITED PUBLISHING CO., 32 12th St., N.E., Atlanta, Ga. 30309. Price, $15. Geographical listing of over 8,000 firms and 6,000 buyer names in 400 pages. Includes rack jobbers plus non-foods buyers for supermarket chains and voluntary and co-ops.

SEWERAGE MANUAL & CATALOG FILE, THE, PUBLIC WORKS JOURNAL CORP., 200 S. Broad St., Ridgewood, N. J. 07451. Issued annually in September.

(Shipping) INTERNATIONAL SHIPPING AND SHIPBUILDING DIRECTORY, EDWARD W. SWEETMAN CO., 1 Broadway, New York, N. Y. 10004. Published annually in May. Price, $20. Contains lists of the shipowners, builders and repairers of the world, and of marine engine builders.

(Shipping) LEONARD'S GUIDE, G. R. LEONARD & CO., 123 N. Wacker Dr., Chicago, Ill. 60606. Issued in eight separate editions: New York, January and July; Philadelphia, February and August; Chicago, May and November; St. Louis, June and December; California, January; New England, March; Boston, April; Ohio, May. Each edition is $6 per year (except Philadelphia and California, which are $10 per year). Each lists all motor carriers in its area, and shows which motor carriers serve specific cities throughout the country.

SHIPS, REGISTER OF, LLOYDS REGISTER OF SHIPPING, 17 Battery Pl., New York, N. Y. 10004. Price, $135. Lists owners of ships of more than 100 tons gross, with the builder of each ship, date, length, machinery, etc.

SHOE BUYERS GUIDE, RUMPF PUBLISHING CO., 300 W. Adams St., Chicago, Ill. 60606. Published annually in March. Price, $2. Lists U.S. shoe manufacturers.

SHOPPING CENTERS IN THE U.S. & CANADA DIRECTORY, NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60610. Price, $50. Geographical arrangement gives name of center, location, mailing address, owner/developer, manager, size and cost of plant. Comprehensive register covering over 11,000 shopping centers.

(Shows) EXHIBITS SCHEDULE, 1212 Chestnut St., Philadelphia, Pa. 19107. Published annually in September (supplement in April). Price, $25. Includes 5,000 fairs, trade shows, geographical and by date. Gives name and address of executive in charge and sponsoring organization.

SOAP BLUE BOOK, MACNAIR-DORLAND CO., INC., 254 W. 31st St., New York, N. Y. 10001. Published in March. Included in yearly subscription price of $4.

(Social Welfare) SERVICE DIRECTORY, NATIONAL SOCIAL WELFARE ASSEMBLY, 345 E. 46th St., New York, N. Y. 10017. Published every two years. Price, $2.25. Includes national organizations affiliated and associated with the assembly.

SOCIAL WORK, ENCYCLOPEDIA OF, NATIONAL ASSOCIATION OF SOCIAL WORKERS, 2 Park Ave., New York, N. Y. 10016. Price, $13 (includes postage and handling).

SOFT DRINK REVIEW'S TRADE DIRECTORY, OCCIDENTAL PUBLISHING CO., 3924 Sunset Blvd., Los Angeles, Calif. 90029. Published annually in June; combined with an exclusive *Directory of Franchise Company Personnel*. Included in yearly subscription price of $3, or $5 for two years.

SOUND INDUSTRY DIRECTORY, ST. REGIS PUBLICATIONS, INC., 25 W. 45th St., New York, N. Y. 10036. Published annually.

SOYBEAN, THE DIGEST (BLUE BOOK ISSUE), AMERICAN SOYBEAN ASSOCIATION, Hudson, Iowa 50643. Issued annually in March. Price, $10.

SPACE DIRECTORY, WORLD, INCLUDING OCEANOLOGY, AMERICAN AVIATION PUBLICATIONS, INC., 1001 Vermont Ave., N.W., Washington, D.C. 20005. Published in March and September. Price, one to nine copies, $15 each; 10 or more, $13 each.

SPORTING GOODS DIRECTORY, THE, SPORTING GOODS PUBLISHING CO., 2018 Washington Ave., St. Louis, Mo. 63166. Published annually in the spring. $1.50 a copy.

SPORTING GOODS JOBBERS AND MANUFACTURERS REPRESENTATIVES, DIRECTORY OF, SPORTING GOODS PUBLISHING CO., 2018 Washington Ave., St. Louis, Mo. 63166. Published annually. Price, $15. Includes 2,800 jobbers and manufacturers' representatives in the sporting goods field in the U.S.; ratings and executives.

SPORTSWEAR, BLOUSE & SKIRT DIRECTORY, WOMEN'S WEAR DAILY'S, FAIRCHILD PUBLICATIONS, INC., 7 E. 12th St., New York, N. Y. 10003. Issued June and December. Price, 50 cents.

STATESMAN'S YEARBOOK, THE, ST. MARTIN'S PRESS, INC., 175 Fifth Ave., New York, N. Y. 10010. Published annually in September. Price, $12.50. Lists the membership of the U. N.; related organizations, other international organizations (often with bibliographies); governmental units, and usually a few officials, in most of the nations of the world, and in the states or provinces of U.S., Canada, Australia, and U.S.S.R.

STEEL FOUNDRIES, DIRECTORY OF, STEEL FOUNDERS' SOCIETY OF AMERICA, 21010 Center Ridge Rd., Westview Towers, Rocky River, Ohio 44116. Price, $15. Includes over 400 steel foundries and officers in U.S. and Canada.

STEEL SERVICE CENTER INSTITUTE ISSUE OF METAL/CENTER NEWS, AMERICAN METAL MARKET CO., 525 W. 42nd St., New York, N. Y. 10036. Published annually in May. This issue includes the *Directory of Handling and Metal Processing Equipment Manufacturers.*

STEEL SHIPPING CONTAINERS MANUFACTURERS, DIRECTORY, STEEL SHIPPING CONTAINER INSTITUTE, 600 Fifth Ave., New York, N. Y. 10020. Free. Information on addresses of manufacturers' plants and offices.

STOCK EXCHANGE DIRECTORY, NEW YORK, COMMERCE CLEARING HOUSE, 4025 W. Peterson Ave., Chicago, Ill. 60646. Published semiannually. Price, $3. Includes roster of members, officers, member firms.

STOCK EXCHANGE MEMBERSHIP DIRECTORY, AMERICAN, COMMERCE CLEARING HOUSE, INC., 4025 W. Peterson Ave., Chicago, Ill. 60646. Published semiannually. Price, $3. Includes roster of regular and associate members, officers.

STREET & HIGHWAY MANUAL & CATALOG FILE, PUBLIC WORKS JOURNAL CORP., 200 S. Broad St., Ridgewood, N. J. 07451. Issued annually in February.

SUGAR Y AZUCAR YEARBOOK, MONA PALMER, 25 W. 45th St., New York, N. Y. 10036. Issued annually in November. Price, $10.

SWIMMING POOL DATA & REFERENCE ANNUAL, HOFFMAN PUBLICATIONS, Professional Bldg., Sunrise Center, Ft. Lauderdale, Fla. 33304. Published annually for pool builders, service companies, equipment dealers and manufacturers, architects, engineers, public health and recreation officials, colleges, schools, public pool owners and operators, and individuals and groups planning new pools. Price, $5.

SYNTHETIC ORGANIC CHEMICALS, Superintendent of Documents, Washington, D.C. 20402. Includes technical societies, trade association officers. Catalog No. TC 1.33:963. Price, $1.50.

TEA & COFFEE BUYERS GUIDE, TEA & COFFEE TRADE JOURNAL CO., 79 Wall St., New York, N. Y. 10005. Published every 2 years. Price, $5. Includes tea and coffee exporters, etc., wholesale coffee roasters and tea packers, soluble coffee and tea mfrs. in U.S. and abroad.

TEACHERS, ELEMENTARY, GUIDE TO FREE CURRICULUM MATERIALS, EDUCATORS PROGRESS SERVICE, Box 497, Randolph, Wis. 53956. Covers free curriculum materials for the elementary level only. Includes a section on "Teacher Reference and Professional Growth Materials." Revised annually. Price, $8.75.

TEENS' & BOYS' OUTFITTER DIRECTORY, BOYS' OUTFITTER CO., INC., 71 W. 35th St., New York, N. Y. 10001. Published semiannually—April and October. Price, $1. Lists manufacturers of boys' and teenage students' apparel throughout America.

TELEPHONE ENGINEER & MANAGEMENT'S DIRECTORY, BROOKHILL PUBLISHING CO., 402 W. Liberty Dr., Wheaton, Ill. 60187. Issued annually in July. Price, $20 per copy. Contains geographic lists of telephone companies and their personnel around the world; classified lists of makers of telephone equipment and supplies; a telephone department list of the Rural Electrification Administration, and holding companies in the telephone industry.

TELEPHONE DIRECTORY OF THE TELEPHONE INDUSTRY, TELEPHONY PUBLISHING CORP., 53 W. Jackson Blvd., Chicago, Ill. 60604. Issued annually in June. Price, $30 per copy. Lists telephone companies and their principal officials throughout U.S. and Canada, associations of the industry, and public utility commissions. Equipment and supply list is classified. List of manufacturers, suppliers, and service organizations (alphabetical). Comprehensive industry statistics.

TELEVISION ALMANAC, QUIGLEY PUBLISHING CO., INC., 1270 Sixth Ave., New York, N. Y. 10020. Issued annually in January. Single copy, $9.

PRINCIPAL BUSINESS DIRECTORIES

(Television) RADIO AND TELEVISION DIRECTORY, "THE WORKING PRESS OF THE NATION," THE NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30. Lists all major radio and TV stations in the U.S., according to power, news services, name and description of program, the master of ceremonies, broadcast days and times, whether guests are used.

TELEVISION RATES & DATA, SRDS SPOT, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published monthly with updating bulletins. Yearly subscription price, $38.50. Lists U.S. television stations grouped by state and city.

TENNESSEE MUNICIPAL OFFICIALS, MUNICIPAL TECHNICAL ADVISORY SERVICE, The University of Tennessee, Knoxville, Tenn. 37916. Published annually in September. Price, $3.

TEXAS, ALMANAC, DALLAS MORNING NEWS, Young at Houston St., Dallas, Texas 75222. Published every 2 years. Includes state officials, boards, mayors, city managers, county officials.

TEXAS PROFESSIONAL ENGINEER DIRECTORY, TEXAS SOCIETY OF PROFESSIONAL ENGINEERS, Box 2145, Austin, Texas 78767. Published in March. Price, $5.

TEXTBOOKS IN PRINT, R. R. BOWKER CO., 1180 Avenue of the Americas, New York, N. Y. 10036. Published annually. Price, $4 net prepaid. Indexes 14,000 elementary and secondary textbooks, supplementary readers and pedagogical books of 207 U.S. publishers.

TEXTILE BLUE BOOK, DAVISON'S, DAVISON PUBLISHING CO., Ridgewood, N. J. 07450. Issued annually in January. Single deluxe office edition, $20; executives' and salesmen's directories, $8.50 each. Contains state-by-state lists of cotton, knit goods, jute, wool and worsted; synthetic and silk manufacturers; dyers and finishers, "Sanforized" licensees, factors, commission merchants, wool dealers, dry goods dealers and converters, waste and linter dealers. Also textile schools, textile associations, and U.S. and foreign raw cotton firms. And alphabetical U.S. and Canadian indexes of all textile firms mentioned in any of the above classifications.

TEXTILE CATALOGUES & BUYERS GUIDE, DAVISON'S, DAVISON PUBLISHING CO., Ridgewood, N. J. 07450. Issued annually in late spring.

TEXTILE REPORTER, AMERICAN, TEXTILE STATISTICS SECTION, AMERICA'S TEXTILE REPORTER, 286 Congress St., Boston, Mass. 02210. Directory included in price of subscription, $5. Includes 30,000 top executives of all textile firms and mills in geographical order.

THOMAS GROCERY REGISTER, THOMAS PUBLISHING CO., 461 Eighth Ave., New York, N. Y. 10001. Issued in July. Single copy, $15. Lists wholesalers, chains, supermarkets, brokers, manufacturers and processors in U.S., Canada and Puerto Rico; also warehouses, banks, and importers.

TOBACCO BUYERS' GUIDE SUPPLEMENT (annual), LOCKWOOD TRADE JOURNAL CO., 49 W. 45th St., New York, N. Y. 10036. Published last week in October. Subscription, $3.

TOBACCO DIRECTORY, WORLD, TRADE PUBLICATIONS LIMITED, 210 Fifth Ave., New York, N. Y. 10010. Published every two years. Price, $15. Covers the tobacco industry and leaf tobacco trade for each country of the world, including suppliers of machinery, equipment, etc., to the tobacco industry.

TOBACCO JOURNAL SUPPLIER DIRECTORY, UNITED STATES, UNITED STATES TOBACCO JOURNAL, 145 Avenue of the Americas, New York, N. Y. 10013. Published annually in December.

TOMATO YEARBOOK, AMERICAN, BRANDEN PRESS, 36 Melrose St., Boston, Mass. 02116. Published annually. Price, $2. State agricultural colleges, experiment stations and associations, names and addresses of leading men and women engaged in tomato research in U.S.

(Tool & die makers) NTDPMA JOURNAL, NATIONAL TOOL, DIE & PRECISION MACHINERY ASSOCIATION, 1411 K St., N.W., Washington, D.C. 20005. Published annually in October.

TOYS & NOVELTIES DIRECTORY, HAIRE PUBLISHING CO., 111 Fourth Ave., New York, N. Y. 10003. Issued annually in June. Single copy, 50 cents.

TRADE NAMES, MATERIAL, HANDBOOK OF, AND SUPPLEMENTS I, II, III, AND IV, INDUSTRIAL RESEARCH SERVICE, INC., Masonic Bldg., Dover, N. H. 03820. Prices: Handbook, $25; Supplement I, $16; Supplement II, $17; Supplement III, $18; Supplement IV, $25. Include over 50,000 trade-name products manufactured by over 3,000 manufacturers in U.S.

TRAFFIC EXECUTIVES, COMMERCIAL, OFFICIAL DIRECTORY OF, TRAFFIC PUBLISHING CO., INC., 100 Sixth Ave., New York, N. Y. 10013. Published annually. Price, $8. Includes executives of 7,100 industrial firms, traffic boards, leagues, bureaus, utility commissions.

TRANSIT ADVERTISING RATES & DATA, SR&D, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published quarterly. Yearly subscription, $10.

TRANSPORTATION MANUAL, MOODY'S, MOODY'S INVESTORS SERVICE, INC., 99 Church St., New York, N. Y. 10007. Published annually, with twice weekly News Reports. Price, $120 a year. Contains an alphabetical list of transportation companies in general, and separate sections on U.S. railroad companies, Canadian and other foreign railroad companies, air transport companies, steamship lines, trucking companies, bus and electric railway companies, oil pipeline companies, and miscellaneous (bridge, renting, leasing, etc.) companies.

TRAVEL AGENTS, INTERNATIONAL DIRECTORY, RONALD E. INGLEDUE, 5850 Hollywood Blvd., Hollywood, Calif. 90028. Price, $15. Includes over 16,000 agents listed geographically throughout the world. Lists detailed information such as addresses, telephone numbers, conference appointments, date established, number of employees, etc.

TRAVEL BLUE BOOK, THE AMERICAN TRAVELER, INC., 2 W. 46th St., New York, N. Y. 10036. Issued annually. Lists travel films covering all countries; also yearly report on travel agency business.

TRAVEL INDUSTRY PERSONNEL DIRECTORY, THE AMERICAN TRAVELER, INC., 2 W. 46th St., New York, N. Y. 10036. Issued annually. Single copy, $4.

TRAVEL TRAILER & TENT TRAILER BUYING GUIDE ISSUE OF MOBILE HOME JOURNAL, DAVIS PUBLICATIONS, INC., 505 Park Ave., New York, N. Y. 10022. Published in April. Yearly subscription, $5.

UNDERWRITERS HANDBOOKS, NATIONAL UNDERWRITER CO., 420 E. Fourth St., Cincinnati, Ohio 45202. Price, $14 each. Includes insurance agents, adjusters, attorneys, brokers; books cover 36 states.

UNITARIAN UNIVERSALIST ASSOCIATION DIRECTORY, BEACON PRESS, 25 Beacon St., Boston, Mass. 02108. Published annually. Price, $4. Includes 1,100 churches and fellowships, ministers, statistics, etc.

UNIVERSITIES AND COLLEGES, AMERICAN, AMERICAN COUNCIL ON EDUCATION, 1785 Massachusetts Ave., N. W., Washington, D.C. 20036. Ninth edition, 1964. Price, $15. Includes geographic list of 1,000 colleges and administrative officers, membership of education associations.

UPHOLSTERING INDUSTRY'S DIRECTORY OF SUPPLY SOURCES, HALL PUBLISHING CO., 230 Fifth Ave., New York, N. Y. 10001. Published annually in August. Single copies, $1.

U.S.A. OIL INDUSTRY, PERSONNEL DIRECTORY OF, THE OIL AND GAS JOURNAL, Directory Dept., Box 1260, Tulsa, Okla. 74101. Published annually December 15. Contains a complete picture of the hard core of companies in the oil and gas industry, listing key personnel. Grouped in sections indicating fully integrated companies; oil and gas producing; crude oil, products, and natural gas pipeline firms. More than 17,000 names, 290 pages. Price, $35.

USED EQUIPMENT DIRECTORY, 70 Sip Ave., Jersey City, N. J. 07306. Issued monthly. Single copy, $1; yearly subscription, $10. Lists names of dealers in used equipment and tools.

UTAH MANUFACTURERS DIRECTORY, UTAH COMMITTEE ON INDUSTRIAL AND EMPLOYMENT PLANNING, 174 Social Hall Ave., P.O. Box 11249, Salt Lake City, Utah 84111. Includes over 1,000 manufacturing companies and addresses.

VARIETY DEPARTMENT STORE MERCHANDISER BUYER LISTS OF THE VARIETY-GENERAL MERCHANDISE CHAIN MARKET INCLUDING DISCOUNT CHAINS, MERCHANDISER PUBLISHING CO., INC., 419 Park Avenue S., New York, N. Y. 10016. Issued in June. Price, $35. Lists stores, executives, buying offices, manufacturers' representatives, jobbers and wholesalers.

VARIETY-GENERAL MERCHANDISE STORE MARKET DIRECTORY OF VARIETY DEPARTMENT STORE MERCHANDISER, MERCHANDISER PUBLISHING CO., INC., 419 Park Ave. S., New York, N. Y. 10016. Issued in June. Price, $45. Lists stores, executives, buying offices, manufacturers (by product and also alphabetically), brand names, manufacturers' representatives, jobbers, and wholesalers.

VEND MARKET DATA AND DIRECTORY EDITION, BILLBOARD PUBLISHING Co., 188 W. Randolph St., Chicago, Ill. 60601. Includes guide to suppliers indexed by type of goods sold.

(Vending Machines) DIRECTORY ISSUE OF VEND, THE BILLBOARD PUBLISHING Co., 188 W. Randolph St., Chicago, Ill. 60601. Issued annually in March. Included in yearly subscription price of $7. Includes list of machine manufacturers, technical descriptions of machines, brand name index, classified lists of manufacturers and of product suppliers.

VERMONT YEAR BOOK, NATIONAL SURVEY, Chester, Vt. 05143. Published in the spring. Price, $7.50. Includes state and local officials; also schools, clubs, newspapers, business enterprises, etc., by cities.

VETERINARIANS' BLUE BOOK, THE REUBEN H. DONNELLEY CORP., 466 Lexington Ave., New York, N. Y. 10017. Issued annually in May. Single copy, $7.50. Lists professional drug products, feed additives, equipment, books.

VOLUNTARY & COOPERATIVE GROUPS MAGAZINE, MULVILLE-BARKS PUBLICATIONS, INC., 360 N. Michigan Ave., Chicago, Ill. 60601.

(Warehousemen) ROSTER OF MEMBERS, AMERICAN WAREHOUSEMEN'S ASSOCIATION, 222 W. Adams St., Chicago, Ill. 60606. Includes members of American Warehousemen's Associations in U.S., Canada, Mexico and South America. Published annually. Free.

WASHINGTON LEGISLATIVE MANUAL, STATE OF WASHINGTON LEGISLATURE, Legislative Bldg., Olympia, Wash. 98501. Free. Includes state and county officials.

WATER POLLUTION CONTROL FEDERATION, JOURNAL OF, DIRECTORY-YEARBOOK ISSUE, WATER POLLUTION CONTROL FEDERATION, 3900 Wisconsin Ave., N.W., Washington, D.C. 20016. Published in March. Yearly subscription, $18.50 ($10 to members).

WATER WELL JOURNAL'S BUYERS GUIDE, THE WATER WELL JOURNAL PUBLISHING Co., Box 222, Urbana, Ill. Published in three parts: January (rigs, tools and completion equipment); April (pumps and related equipment); July (water conditioning equipment). Yearly subscription, $6 (domestic), $12 (foreign).

WATER WORKS ASSOCIATION, AMERICAN, JOURNAL'S AWWA DIRECTORY, AMERICAN WATER WORKS ASSN., 2 Park Ave., New York, N. Y. 10016. Issued usually in October. Included in yearly membership fee of $15. Lists AWWA constitution, bylaws, policy statements, manufacturer members, manufacturers agent members, plus water utility bibliography.

WATER WORKS MANUAL & CATALOG FILE, THE, PUBLIC WORKS JOURNAL CORP., 200 S. Broad St., Ridgewood, N. J. 07451. Issued annually in May.

WATERWAYS JOURNAL'S ANNUAL REVIEW & DIRECTORY ISSUE, WATERWAYS JOURNAL, 701 Chemical Bldg., St. Louis, Mo. 63101. Published in December. Included in yearly subscription price of $5.

WEEKLY NEWSPAPER RATES & DATA, SRDS, STANDARD RATE & DATA SERVICE, INC., 5201 Old Orchard Rd., Skokie, Ill. 60076. Published twice yearly with updating bulletins. Annual subscription, $3. Lists U.S. weekly newspapers.

WELDING DATA BOOK, THE INDUSTRIAL PUBLISHING Co., 812 Huron Rd., Cleveland, Ohio 44115. Contains engineering and application data relating to all areas of metal fabricating and joining, as well as lists of products and trade names used in the welding/fabricating industry. Includes manufacturers' catalogs, local distribution index, and a geographical index of metal fabricating sources. Issued biennially. Price, $15.

WELDING ENCYCLOPEDIA, THE, 16th edition, MONTICELLO BOOKS, INC., Box 128, Morton Grove, Ill. 60053. Issued in December of odd years. Single copy, $10. Lists manufacturers and associations in the metalworking field, and about 2,000 trade names.

WELDING, HEAT CUTTING & METALLIZING EQUIPMENT, U.S. GOVERNMENT PRINTING OFFICE, Superintendent of Documents, Washington, D.C. 20402. Catalog No. D 7.13/3:2. Price, $3.25.

WESTERN MATERIAL HANDLING/PACKAGING/SHIPPING, BUYERS' GUIDE, BAYMER PUBLICATIONS, INC., 400 N. La Brea Ave., Los Angeles, Calif. 90036. Issued in September. Included in yearly subscription price of $5.

WHO MAKES IT DIRECTORY, GEYER'S, GEYER-MCALLISTER PUBLICATIONS, INC., 51 Madison Ave., New York, N. Y. 10010. Issued annually in spring. Lists manufacturers directly and also through a product list.

PRINCIPAL BUSINESS DIRECTORIES

WHO'S WHO IN AMERICA, MARQUIS, WHO'S WHO, INC., 200 E. Ohio St., Chicago, Ill. 60611. Vol. 35 published spring of '68. Contains sketches of leaders and leading personalities in various fields of achievement and interest. 62,000 listings, 2,492 pages. Price, $32.50.

(Wholesale) THOMAS GROCERY REGISTER, THOMAS PUBLISHING CO., 461 Eighth Ave., New York, N. Y. 10001. Issued in July. Single copy, $15. Lists wholesalers, chains, supermarkets, brokers, manufacturers and processors in U.S., Canada and Puerto Rico; also warehouses, banks and importers.

WHOLESALERS' GUIDE, SOUTHERN, W. R. C. SMITH PUBLISHING CO., 1760 Peachtree Rd., N.W., Atlanta, Ga. 30309. Published yearly in December.

WINES & VINES ANNUAL DIRECTORY OF THE WINE INDUSTRY, IRVING H. MARCUS, 16 Beale St., San Francisco, Calif. 94105. Published annually in September. Available at $2 to subscribers to monthly *Wines & Vines;* non-subscribers, $5. Lists U.S. wineries and their bottlers, executives, and brand names.

WIRE & WIRE PRODUCTS BUYERS' GUIDE & YEARBOOK OF THE WIRE ASSOCIATION, HAIRE PUBLISHING CO., INC., 299 Main St., Stamford, Conn. 06901. Issued annually in May. Price, $5 a copy. Lists manufacturers of rod, bar, wire, wire products, and electric wire and cable; machinery, equipment and supplies used by the industry; and officers, directors, and members of the association.

WOMEN, AMERICAN, WHO'S WHO OF, MARQUIS, WHO'S WHO, INC., 200 E. Ohio St., Chicago, Ill. 60611. Issued in odd years. Vol. 5 published September, 1967. Contains biographical sketches of several thousand American women, and a table of abbreviations. Price, $27.50.

WOMEN'S SPECIALTY STORES, PHELON-SHELDON PUBLICATIONS, INC., 32 Union Sq., New York, N. Y. 10003. Lists over 15,000 women's wear shops throughout the U.S. (approx. 7,000 better shops) not listed in Sheldon's *Retail Trade.* Each store listing includes store headquarters' name and address; number of stores operated; New York buying office; lines of merchandise bought and sold; name of principal and buyers; store size and price range of merchandise (better, medium, popular). Price, $30.

WOOD & WOOD PRODUCTS REFERENCE DATA/BUYING GUIDE, VANCE PUBLISHING CORP., 300 W. Adams St., Chicago, Ill. 60606. Issued annually in October. Single copy, $2; also included in subscription price of from $5 to $10 for from one to three years. Contains list of manufacturers of lumber products for industry, by type of lumber; woodworking machinery manufacturers and dealers; plywood and board products makers; veneer producers; and manufacturers and suppliers to the industry.

WOODWORKING, INDUSTRIAL, ANNUAL DIRECTORY ISSUE, CLEWORTH PUBLISHING CO., 1 River Rd., Cos Cob, Conn. Published in May. Single copy, $1, or included in yearly subscription price of $8. Lists suppliers of equipment, materials, and services to the woodworking industry.

WORLD ALMANAC AND BOOK OF FACTS, NEWSPAPER ENTERPRISE ASSOCIATION, 230 Park Ave., New York, N. Y. 10017. Published annually. Price, $1.65 (paper cover), $2.75 (cloth cover).

WORLD MINING'S ANNUAL CATALOG SURVEY & DIRECTORY NUMBER, MILLER FREEMAN PUBLICATIONS, 500 Howard St., San Francisco, Calif. 94105. Published in June.

WORLD SPACE DIRECTORY including OCEANOLOGY, AMERICAN AVIATION PUBLICATIONS, INC., 1001 Vermont Ave., N.W., Washington, D.C. 20005. Published in March and September. Price, one to nine copies, $15 each; 10 or more, $13 each.

(Writers) THE FEATURE WRITER AND SYNDICATE DIRECTORY, Vol. IV, "THE WORKING PRESS OF THE NATION," THE NATIONAL RESEARCH BUREAU, INC., 221 N. LaSalle St., Chicago, Ill. 60601. Published annually. Price, $30. Contains an alphabetical listing of the nation's leading free-lance writers, including complete, zip-coded address and principal subjects in which the writer specializes. Has a special section containing detailed explanations by leading editors outlining the type of articles they are seeking; also lists feature syndicates and their personnel, cross-referenced by subject matter.

WRITER'S HANDBOOK, WRITER, INC., 8 Arlington St., Boston, Mass. 02116. Published annually. Price, $7.95. Includes book and magazine publishers, rates. Also includes 92 articles of writing instruction on all writing fields.

WRITER'S MARKET, WRITER'S DIGEST, 22 E. 12th St., Cincinnati, Ohio 45210. Published annually. Price, $7.95. Includes magazines, book publishers, greeting card publishers, cartoonists, etc., that buy material from free-lance writers; payment ranges, etc.

PRINCIPAL BUSINESS DIRECTORIES

WRITER'S YEARBOOK, WRITER'S DIGEST, 22 E. 12th St., Cincinnati, Ohio 45210. Price, $1.25. Includes magazine article and story and book publishing markets, poetry, photo, cartoon markets, etc.

WYOMING MANUFACTURING & MINING, DIRECTORY OF, WYOMING NATURAL RESOURCE BOARD, 210 W. 23rd St., Cheyenne, Wyo. 82001. Free. Roster of firms engaged in manufacturing; gives company name, address, principal products, number of employees, officials.

(Yachts) LLOYD'S REGISTER OF AMERICAN YACHTS, LLOYD'S REGISTER OF SHIPPING, 17 Battery Pl., New York, N. Y. 10004. Published annually. Price, $25. Includes yachts, yacht owners, and yacht clubs in U.S. and Canada.

(Zip Code) NATIONAL ZIP CODE DIRECTORY, SUPERINTENDENT OF DOCUMENTS, U.S. POST OFFICE DEPARTMENT, Washington, D.C. 20260. Contains ZIP Code National Area Map, Army posts, camps and stations and Air Force bases, fields and installations, two-letter state abbreviations, alphabetical list of states and cities, numerical list of post offices by ZIP Codes, mandatory pre-sorting list (second- and third-class mail). Price, $7.

Helping Dealers to Build Better Lists: On the theory that the mailing lists maintained by distributors and dealers are just as important in promoting the sale of a product as those maintained at the factory, some companies make a special effort to assist dealers to build and profitably use prospect and customer lists. This is especially true in promoting "big ticket" merchandise, such as equipment, building materials, and products with a large unit of sale. The Culligan Corporation, for one example, goes to some length to assist dealers to compile mailing lists which will really do a job. The following is taken from a dealer help-piece distributed by that company to its dealers:

GENERAL LISTS

The important thing to remember in compiling general lists for direct mail advertising is to look for prospects, rather than "suspects." One source of names may be far more valuable to you than another. For example, actual location of the home in its relationship to neighborhood routing is important in your service business. Consequently, lists that are arranged by streets should be more desirable than those arranged alphabetically.

The nine general sources most commonly used are listed below. You may want to use one or several of these sources, depending on their availability in your community.

Duplication may be found, since some of these sources are offered as alternates.

1. *Telephone Directories.* Most of the people you want to reach are listed in the local telephone book. It can be used for checking correct spelling of names, individual's initials, and the street address of names you secure from other sources. In smaller cities, the telephone book may be your main source of names. (A disadvantage of this listing is that it is in alphabetical, rather than street order.)

2. *City Directories:* Lists of all residents and business organizations are available in many cities, usually in both alphabetical name sequence and numerical street order. A city directory is ideal for making up lists on a street or area basis, and also can be used very effectively to obtain individual names where only the house number is known. (According to the U. S. Census Bureau about half the people change homes in 7 years, so be sure the directory is up to date.)

3. *Cross-Indexed Telephone Directories:* In larger cities, organizations independent of the telephone company sometimes compile a list of all telephone subscribers in numerical street order. It is usually published each time a new telephone directory is issued and for this reason is more up to date than a city directory.

4. *School Enrollments:* Schools usually maintain an alphabetical list of all parents of pupils in attendance. This can be a valuable list, because it represents homes with children.

5. *Voting Lists:* Usually available in all states where permanent registration is required. They are maintained by precincts, in numerical street order, at the county clerk's office.

6. *Rural Lists:* Members of Farmers' Co-Operatives and Rural Electrical subscribers offer a very fine potential in some territories. Check with your local co-operatives in R.E.A. office for these lists.

7. *Public Utilities:* Local gas, electric, and water companies maintain lists of subscribers in numerical street sequence. It is worth considerable effort to obtain one of these lists, as they are accurate and up to date.

8. *Names from Other Merchants:* Noncompetitive businessmen often maintain mailing lists. An appliance dealer's list is an excellent example, for all automatic washer users should have soft water. You may trade direct mail lists with most any merchant in town, *but you are cautioned against making your own customer list available to any outsiders.*

9. *R. F. D. Boxholders:* You can have the postman deliver direct mail literature to all boxholders. In this case, you do not need actual names, yet you do have a means of sending literature to all the people on a given postal route.

SELECTED LISTS

In addition to general lists of householders (which may include many "suspects"), dealers will be able to develop special lists that contain the names of genuine *prospects.*

These are people who have at some time or another heard about the advantages of soft water or are in immediate need of soft water service.

The names obtained from the following sources may be sent regular direct mailings, the same as those on the general list, or they may have special "call-for-action" mailings sent to them at regular intervals. In any case, the direct mail activity must be followed by personal solicitation.

1. **Personal Contacts**
2. **New Homes**
3. **Business and Professional Men**
4. **Commercial Accounts**
5. **Names from Group Film Showings**
6. **Home Shows, Cooking Schools, Fairs**
7. **Club Membership Lists**
8. **Neighbors of Customers**
9. **Customers**
10. **Newspaper Items**

If the intent is to produce an inquiry, why not feature the reply card? This is the technique employed by Suppli-Care in placing it at the very top of its self-mailer. Below, name and address of receipient are revealed on the opposite side of mailer.

BULK RATE
U S POSTAGE
PAID

MAILING TIPS FROM PITNEY-BOWES INC.

A very helpful 14-page booklet has been issued by Pitney-Bowes Inc., leading manufacturer of postage meters and other mailing room equipment, entitled "29 Mailing Tips." Just a few of the "tips" are:

Regular Daily Mail

Your outgoing mail will skip one sorting operation at the post office—and be on its way sooner—if you'll bundle separately and label it for "LOCAL" and "OUT-OF-TOWN" delivery.

Most post offices receive 75 percent of the day's rail in late afternoon or early evening. You can avoid this 5 o'clock rush by mailing at least once earlier in the day—at noon, for example.

You'd be surprised how you benefit when your mail can catch earlier planes and trains. By mailing an hour earlier, for instance, you may save as much as 24 hours or more in delivery time.

Make sure your addressing is clear, complete, and correct. Include street and number. Include the postal delivery zone number.

Certified mail is a service for mail that has no tangible money value, but that nevertheless is important enough to warrant a record of mailing and delivery. The fee—20 cents—is cheaper than registered mail.

Parcel Post

A good way to start is to ask your post office for the free pamphlet (an excerpt from the U. S. Postal Manual) entitled: "Packaging and Wrapping Parcels for Mailing."

Probably the greatest single cause of trouble is unnecessary empty space in a carton. Contents "float" free and are easily damaged.

Excelsior, flexible corrugated fiberboard, or felt are commonly used to cushion heavy articles. Cellulose materials, cotton, clothing, shredded paper, or tissue paper are used for lighter items.

If you use gummed tape, make sure it is wide enough and heavy enough for the job. Seal all seams—center and edge seams—securely.

Some things can't be mailed, and the law provides stiff penalties for offenders. In general, nonmailable items fall under the headings of "Harmful, Obscene and Indecent Matter" and "Lotteries, Frauds and Libelous Matter."

Volume Mailing

Postal regulations for third class mail, when large quantities are involved, now make it possible for mailers to sack their own mail on their own premises, thereby providing for faster postal handling.

To "police" your list, print "Return Requested" on outgoing envelopes at regular intervals. Through this method, the post office advises you of address changes or reasons for nondelivery, keeping your list free of waste.

If you wish, you may submit your list (on cards) to destination post offices for correction. The charge is 5 cents per name, with a minimum of $1 for lists of less than 20 names. It's excellent insurance at this low cost.

Metered Mail

Postage in the meter is theftproof, wasteproof, can't be borrowed. The postage meter does postage bookkeeping automatically.

Needs no post office facing or canceling. Often catches earlier mail trains or planes.

Prints date on mail and parcel post. Ordinary parcel post carries no mailing date.

"Meter Ads" are printed simultaneously with the meter stamps, at no extra cost except for printing plates.

Free assistance with postal and mailing problems through PB's special postal consulting service.

At the bottom of many pages are several suggestions under the heading of "Did You Know That?" which are also very helpful to anyone in any way responsible for mailings.

Chapter 16

CUSTOMER SERVICE PROGRAMS

IT IS a maxim of marketing that increased sales can only come in two ways: (1) From securing new customers who have never been on the books before, and (2) from persuading customers already on the books to buy *more*. There seems to be a tendency on the part of marketing men, and especially sales managers, to devote most of their thought and effort to getting new customers, when, in fact, the best opportunity the business has to build sales profitably is by doing a better sales promotional job on present customers. They are indeed the unseen "acre of diamonds" right under our noses.

The techniques used in promotion programs aimed at getting new business are naturally different from those which produce results in getting old customers to give you a larger share of their business. In getting new business emphasis must be placed on salesmanship. The prospect must be interested. He must be convinced that he is dealing with a good house. He must be motivated to act, even though the tendency of people to put off buying from you for the first time is tremendous. On the other hand, getting a customer who is buying from you regularly, who knows the kind of service you give and the values you offer, does not need to be convinced of those facts. What he wants to know is *how* he can make *better* use of whatever it is that you sell to him. In other words, he needs to be serviced rather than sold, although both add up to the same thing. When you make it possible for a customer to use more of what you are selling to him, at a satisfactory profit, the repeat orders come naturally. By making him a better customer you make him a bigger buyer.

Experience of Scott Paper Company: An outstanding example of using customer's service to break down sales resistance and attain leadership in a hard-fought field is reported by the Scott Paper Company, the Philadelphia-based manufacturer of tissues

for home use and other paper products. The Scott Paper Company is one of a number of successfully managed enterprises which have won acclaim as "trend buckers"—that is to say, increasing sales and profits at a time most paper products manufacturers cut back sales promotional expenditures and reefed sail. Going contrary to the trend, Scott Paper Company adopted the policy of spending more for sales promotion and advertising, on the theory that the time to advertise is when you need business the most. As a result, sales climbed during a recession year from $73 million to $80 million. At the same time profits on operations rose from $3,839,179 to about $5 million. In other words, a sales increase of 17 per cent produced an increase in net profits of 44 per cent. The increase in net profits for that period, interestingly enough, more than compensated the company for the additional money spent for market cultivation and expansion.

It would be straining the facts to say that this increase in sales and profits was due to the company's enterprising sales promotional policy, but its free service to customers and retailers in connection with the company's long-range sales development program tops the list of reasons which the management credits with this achievement. These were as follows:

Free service to customers and retailers in connection with the company's sales program.

Advertising and promotion programs directed at the housewife.

A line of products that is practically "depression-proof."

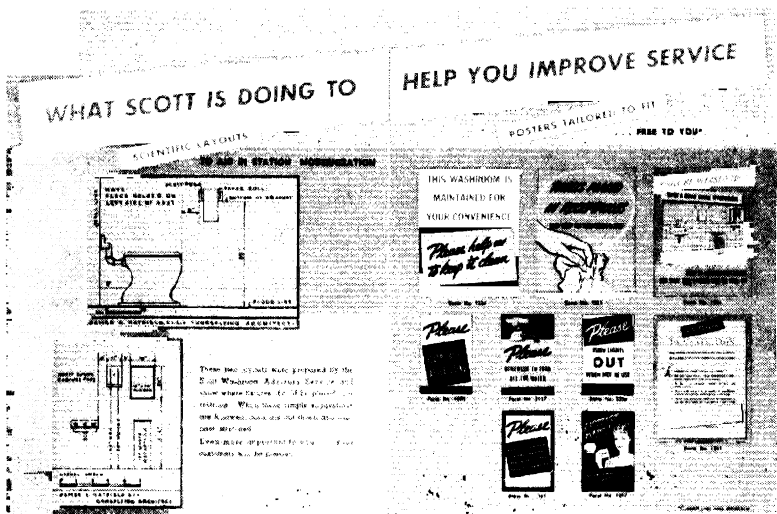
Development of new machinery to make goods better, faster, and cheaper.

A constant search for new and better products.

Good employee and stockholder relations.

An important free Scott service is its corps of washroom advisory consultants. On request, a technician will make a detailed survey of washroom facilities in industrial or public buildings. In nine out of ten cases, the suggestions are adopted and often Scott adds a new customer.

The advisory corps has surveyed more than 400,000 washrooms. It has found that attention to their design and facilities pays off in better employee morale.

In connection with this free washroom service the company issues a variety of sales promotional material slanted at different types of operations. For example, there is one portfolio dealing with the problems of service stations, another covers industrial applications, there is a service for architects, etc. These booklets give detailed information about washroom lay-out and equipment, suggested floor plans for plants of various sizes, together with a description of the cabinets available from the Scott Company for dispensing its products. A much appreciated feature of this

A spread from a plan book by Scott Paper Company to promote the sale of paper towels to automobile service stations. One of a series of service plan books used by Scott Paper Company to enlarge the market for its various products.

service is a wide selection of posters and stickers available upon request from the company's sales promotion department for use in the washroom.

The Scott service program does not overlook the retailer. The company has established a Store Advisory Service to improve selling practices and bring more money into tills.

Using 10 large stores in the Philadelphia-Chester-Wilmington area as guinea pigs, this service developed better lighting, more attractive color schemes, intriguing store fronts, and lay-outs.

The service for retail stores is a separate operation from the washroom service which is beamed at industry. As in the washroom service, a wide variety of promotional literature is used to supplement personal contacts by field representatives. These include a brochure on "Color in Store Merchandising," "Use of Light in Tomorrow's Store," "Success Formula for Food Stores," "Fire Prevention for Food Store Operators," "Modern Fronts for Food Stores," etc. There is also a packet of profit-building ideas for food stores, together with a wealth of material on display and sale of Scott's own products. However, most Scott material is intended to help the storekeeper develop a successful business, with the thought that as the traffic increases he will automatically sell more Scott products.

Not all manufacturers have a product which repeats fast enough, and yields a margin of profit adequate enough, to justify a service operation as extensive as that maintained by Scott Paper Company. The next best thing is to do the job by means of some other form of communications, such as periodical publications.

Determining the Need: As a rule it does not pay to get out service promotions to customers unless they really need help and ask for it. In most fields there are business papers which provide a forum for the exchange of business-building ideas. These papers are well edited, and are available to your customers at small cost. Obviously there would be little advantage for an individual manufacturer to undertake a program which would overlap the service these publications render. It would be better and far less expensive to contract for a series of "reader advertisements" to be included in each issue of these publications. These advertisements would, of course, feature ideas and suggestions for increasing the use of your particular product, thus tying in with the editorial purpose of the publication. On the other hand, if the business papers in the field have spotty coverage of your customers, or if they are not read by the right men in customers' establishments, or perhaps not read at all, then there is an opportunity to supply customers with ideas and suggestions, used successfully by others, which they can adapt to promoting their businesses.

For example, take the case of a manufacturer of a new type of sausage casing. When put on the market there arose the problem of helping packers who used these casings to publicize them and develop new markets. Even though there were several well-edited papers in the field, they could hardly devote much editorial space to a product which, to most readers of the publication, was not especially important. But it was very important to the department which had the responsibility for creating a market for sausage. So to provide this group with information useful in merchandising "skinless frankfurters" and other sausages, the firm undertook to send its customers and prospective customers, in loose-leaf bulletin form, "how to" information. It was strictly a "service" feature, with little or no direct effort to sell anything. And it worked out very well. There was a need for it.

In the same way a manufacturer of a well-known duplicating machine discovered that some purchasers of his equipment used it only a few days a month. This raised several problems. Partial use of the equipment limited the supplies required by these users. The company depended upon supply sales for most of its profits.

Then the opportunity to sell these users additional equipment was slim. But most important of all, the user who had his money invested in the appliance was not getting the returns he should be getting and was not too enthusiastic about it. Investigation showed that the reason the equipment was not fully used was because the management was not informed as to other ways it could be put to work making profits. The salesman who sold the equipment, perhaps, was not able to contact policy-making executives, or possibly his recommendations fell on deaf ears because they meant extra work for somebody. This was especially true of the small business, which did not usually have anyone in the organization who was promotion-minded and who had a flair for writing sales letters. So a "User's Service Bureau" was set up in the home office under the sales promotion department. A news bulletin, telling how users of the equipment were finding "plus" jobs for it, was issued once a month. Actual letters, with the results obtained, were published and an authority on writing promotional letters was employed to help users develop a series of "follow up" sales letters which they could process on their duplicating equipment with very little cost. This sort of free service created some problems for the manufacturer, but it did help to get the company's equipment fully used. It also gave salesmen a powerful talking point—they were able to assure prospects who had a rather limited apparent use for the equipment (it cost well over $1,000) that when they had their duplicator installed, the User's Service Bureau would help them to prepare follow-up letters which would bring in enough "velvet" business to more than repay the investment! Unfortunately some salesmen "oversold" the service. Eventually it was discontinued in favor of periodical service bulletins. It effectively promoted the use of the equipment, but it became burdensome costwise.

Then there is the small merchant who would be a better customer if he had a modern store with up-to-date fixtures and displays. In spite of all that is published in print about modernizing stores, the average storekeeper has to be taken by the arm and led into spending money. So wholesalers and others, whose sales volume depends upon making their customers more successful, usually have some sort of customer merchandising service operation. The service not only includes sketches and plans for modernizing the store, but advertising and promotion service after it is modernized. Thus it is possible to show a skeptical merchant that by spending x dollars for store modernization, and x dollars a month for the merchandising service available

Joyce Brothers, nationally known woman psychologist, instructs salespeople in "How to Succeed in the People Business," a customer contact movie produced by The Dartnell Corporation. Such visual aids, which tend to help dealer sales personnel increase sales and build loyal customers, make good indirect promotional material for any firm.

to the wholesalers' customers who are equipped to put the promotions into effect, a return of x dollars a month is reasonable to expect. When this estimate is supported by earnings of other merchants using the service, even the tight-fisted customer loosens up.

Types of Bulletins: The format in which service material is sent to customers depends upon the nature of the material, the number of customers to receive it, and the appropriation. The most popular form is duplicated sheets, stitched together. If illustrations are not important, or if they are line drawings which can easily be traced onto a stencil, these sheets can be produced on a mimeograph type of duplicator, inexpensively. While such sheets may not look as nice as if produced by some other form of printing, they have the advantage of seeming important. On the other hand, if the nature of the information to be circulated calls for halftone and detailed illustrations, or if it is necessary to "squeeze" a lot of copy into a few sheets of paper, the multilith or offset process should be used. "Copy" can be prepared on changeable face typewriters, some of which "justify" the right-hand type margin so that it looks very much like letterpress printing. Offset printing, while more expensive than the mimeograph type, costs less than letterpress. Again, if there is a lot of copy and a variety of illustrations, and perhaps color to be used, then the most satisfactory process for producing the material is by letterpress—that is to say, printing direct from raised type and photoengravings.

No matter what process is used to produce the bulletins, it is important that they have the appearance of service material and not advertising material. The more you can make the customer feel he is participating in information which is distributed to a limited number of select customers, the more value he will attach to it and the more good he will derive from it.

One of the most successful customer services consists of several loose-leaf sheets of various sorts, on different colors of paper, enclosed loosely in a four-page folder. Some of these sheets are just simple mimeographed affairs high-spotting a single idea the customer can adapt to his needs. Others may be more detailed, illustrated, and comprise a four- or eight-page saddle-stitched piece. Still others may be suggested advertisements or pass-out literature which the customer can change to suit his needs and use to promote his business. A small "Suggestion Slip" is clipped to each piece telling how it can be used. The inside cover, which

contains the material, has a promotion calendar, with space so that the customer can use it to plan his promotional program for the month. The outside front cover features a single idea included with the service material which might appeal to him. This serves to get the folder opened and used. The back cover carries a reproduction of the company's current advertisement in the trade papers. The whole release is relatively inexpensive and it is highly valued by hundreds of the company's best customers. The same information could be condensed into a few sheets and mailed out for a few cents, but it would not be nearly so effective.

To ensure maximum use, bulletins are usually punched for a standard ring binder, which carries the name of the company providing the service and the name of the customer individually stamped on it. This adds to its personalized appeal. These binders cost, in quantities, about a dollar each. They are shipped with the initial release of back material and have paper indexes so that subsequent sheets can be filed according to the index number printed on each piece.

Another type of service bulletin, used by one of the automobile companies to help dealers promote their business, is what is called "Idea of the Week" post cards. Each week the executive responsible for dealer sales selects a merchandising idea successfully used by some dealer and runs a thumbnail description of the idea under a small cut of the dealer who submitted it. These cards are mailed to a special list which the sales promotion department maintains for that purpose. The theory is that dealers are too busy to read lengthy descriptions of selling plans, but that they will read a post card. The aim is to stimulate dealers to think creatively about their problems and to motivate them if possible. They have as their approach: "What this dealer did, you can do." The success of this type of bulletin depends upon getting dealers to share their best ideas with others. That is the reason for printing their pictures. The sales manager of this company says he has no trouble getting dealers to cooperate, because they get a bang out of the publicity. Since the best ideas usually are contributed by a relatively few wide-awake dealers, the cuts are saved and used over and over again. In order to get on this special mailing list a dealer must ask to get the post cards.

Some of the larger companies, like General Electric, issue elaborate magazines or house organs filled with all sorts of helpful ideas for those who sell their products. These are attractively printed and well illustrated. That they are effective there is little doubt. However, it is not necessary to spend that kind of money

LINCOLN FRONT WHEEL BALANCING

When balancing front wheels and tires on 1965 Lincoln Continentals, it is recommended that "off the car type balancing equipment be used If this type of balancing equipment is not available and "on the car ' balancing equipment is used It will be necessary to remove the wheels and force the disc brake caliper pistons back into the cylinder bores prior to balancing This will provide clearance between the rotor and brake linings and eliminate the possibility of "brake drag " Failure to perform this operation might result in stalling and/or burning out of the wheel spinner motor CAUTION It is mandatory that the brake pedal be pumped several times to reposition the caliper pistons and shoes after the balancing operations are completed and before any attempts are made to move the car

JEEP DIPSTICK READINGS

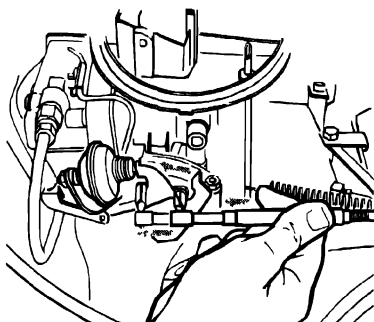
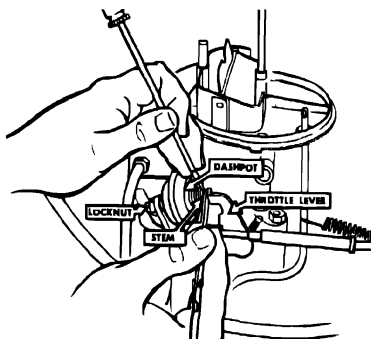
'Jeep' warns against addition of any oil to a crankcase unless lubricant level on dipstick is below the ' Ad 1 Qt mark Repeated checks of dipstick level immediately after an engine has stopped — and repeated oil additions because the dipstick level is slightly (and naturally) below full leads to costly overfilling of the crankcase

LUBRICATING DODGE COMPACT TRUCK DOORS

If Dodge compact truck doors don't swing freely, it may be due to a combination of close design tolerances and manufacturing variations in hinges Correct this condition by drilling a 1/8" diameter lubricating hole through the male half of the hinge then reaming out the hinge bore to 380/ 383 in Apply a generous amount of chassis lubricant before reinserting the pin

CHECK DASHPOT TO PREVENT STALLING

A poorly adjusted or worn out carburetor dashpot (used on vehicles equipped with auto matic transmissions) can cause continual engine stalling problems even when the engine is in otherwise perfect tune

The dashpot is designed to slow down throttle closure so that the engine won t stall as it reaches its recommended idle RPM Dashpots are used with automatic transmissions because these units normally carry lower idle specifica tions than manual transmissions (to prevent creeping when the car idles in Drive range)

To check dashpot operations Open the throttle linkage manually to the limit of its stop Hold it there for a moment, then let spring ten sion snap it shut As the lip on the throttle lever contacts the dashpot stem, throttle lever return to idle position will be slowed down considerably If lever braking action isn't present the dashpot is defective or out of adjustment

To adjust dashpot Specific settings vary from engine to engine but a general specification fits most all engines With the dashpot stem depressed to its fullest a dimension of 1/32" to 1/8" should exist between the stem and the throttle lever lip

Checking measurements must be taken with the stem depressed and the throttle closed Mea surement must be taken at hot idle position

If adjustment is necessary loosen the lock nut on the opposite end of the dashpot assembly in or out to obtain correct adjustment Tighten the locknut to secure the adjustment and recheck dashpot operation If proper adjustment doesn t provide necessary throttle lever braking replace the dashpot

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Business-building "Service Tips" is a regular feature in "The Humble Extra," monthly publication of The Humble Oil & Refining Company.

if money is a problem. A four-page news letter, mailed every fortnight or even every month costs but little and, if well done, can do a real job for a smaller company.

Giving Copy a Service Slant: Bulletins, service sheets, or other material used to implement a customer's service program should be prepared by someone who understands the problems of the customer. The more experience the copy writer has had in personally solving the customer's problems, the more effective the program will be. Customers, no matter what their line of business may be, are quick to sense lack of practical experience on the part of whoever wrote the bulletin or booklet, and if it does not talk his language the customer heavily discounts it. For that reason it is usually not advisable to have this type of promotional material, or this sort of a program, developed and prepared by an advertising writer, or the company's advertising agency. Advertising writers are inclined to depend too much on generalities and overstatement. On the other hand, customer service material prepared by the engineering department, or by some recognized authority in a particular field, is usually factual and gets greater acceptance.

Customer service copy, unlike general advertising copy, should be slanted to serve rather than sell. A too-evident desire to sell puts the customer on guard against any subsequent suggestions you offer. The name of the product and the company, usually played up in selling copy, should be played down in service copy. The attitude of whoever is preparing the material should be objective. He should approach the project in the capacity of a trusted adviser of the customer. If the product or the company is mentioned, it should only be where it is obviously necessary to do so. Then it should be done deftly, not printed in capital letters, or set off in a way to suggest the only purpose of the piece is to "plug" the company.

The most effective service pieces talk with the customer rather than *at* him. Young promotion men have a tendency to get up on a mental soap box and talk down to the customer. They love to tell him what he "must do" rather than what others have done. The very tone of what they write suggests that they consider themselves "big shots" and the customer doesn't know what it is all about. There are times when an authority on some subject is justified in telling a customer what to do and what not to do, and the customer will like it. But for some reason, those who have had long experience in a certain field are usually the first to admit that they have a lot to learn, and are not in-

clined to assume they know all the answers. They seem to prefer to write out of their experience, and create the impression that they want to share their experience and knowledge with you. They don't pontificate.

Service copy, as well as evidencing a sincere desire to serve, should also be easy to understand. It is natural for engineers and others well grounded in their subject to use technical words and terms which the average reader does not quickly grasp. Some folks can't understand that because a thing is clear to them, that it may not mean a thing to others less conversant with technical jargon. The value of any service material is measured by the good it does the greatest number of customers, and it should not be written to please the president's wife or the board of directors. Simple, Anglo-Saxon words are best—"see" rather than "perceive," "get" rather than "procure," "guts" rather than "intestinal fortitude." Short words, for some reason, dig in and take hold; whereas the $10 words so many businessmen love to use just don't register.

The captions and headings used in service material should be selected with great care. They should be interesting, so as to get attention; they should be instructive, so as to give the impression of helpfulness; and they should be authoritative, to emphasize their importance. The most favored type of heading is the "how to" caption, but it should not be overdone. There are several variations of the "how to" head which may be used to avoid monotony. For example, suppose the caption was for a plan to increase store traffic. The obvious head would be "How One Merchant Increased Store Traffic." Variations of the head might be: "Uses Give-Aways to Increase Store Traffic," or "A Tested Plan to Get More People Into the Store." These are all "how to" heads but they offer a change of pace.

Frequency of Publication: A majority of companies which prepare and distribute service material to customers issue it at regular intervals. Some send it out once a week, others once a month, and some quarterly. The frequency of issue depends, of course, on the nature of the material and the needs of the customer. Generally speaking, however, weekly mailings accumulate too fast if the customer does not read the material when it comes in, and few of them do. Monthly mailings are better, but it may be more desirable to mail every 6 weeks and send more material. It makes a better impression. Quarterly mailings are too far apart to be effective so far as keeping the company and its products before customers.

Getting the Material Used: It is one thing to get out service material for customers, but it is something else to get customers to put the ideas to work. Unless the ideas you develop are used, they are of little value to the customer or the company. Before putting any name on a special mailing list it is well to make sure the customer understands the importance to *him* of the proposed program. An excellent plan is to test it out in a small way on a select group, before making any large mailing; carefully check results and obtain, if possible, statements from those "test" customers which will be helpful in "selling" the program to the full list. These statements can then be made the basis of a "selling" campaign to precede the first release of service material. Some companies require that a customer first send in a card asking to be put on the list. However, it is not always wise to be too insistent on that point, as some of your best customers, as well as those who need your help the most, may for one reason or another overlook returning your card.

When the mailings begin to go out, a special label or container should be used which carries a reference to the material inside. This tends to flag the attention and interest of the recipient who otherwise might lay it aside unread. Then there should be some way to induce customer participation in the interchange of experience. Offer a useful gadget to those who send in a business-building idea which is used in a subsequent service release. This has the effect of underscoring the "idea exchange" angle and gives customers a "top to spin." At the end of a year, a letter is usually written to all those on the list, so that they can "vote" whether or not they wish the service continued.

On the theory that people value lightly that which they get for nothing, and value more highly something for which they pay, some companies find it expedient to send customers the service without charge, provided the customer agrees to pay the postage—a matter of a dollar a year. However, the cost of preparing the material and getting it ready for the press is such a large part of the total appropriation, that it may not be to the advantage of the company to restrict the distribution of the material. The more customers who benefit from the program, and increase their sales as a result of the cooperation, the more profitable the promotion will be to the company. A few hundred dollars of "plus" business from a customer would be worth far more than the dollar postage money. If the material rings the bell, and really helps a customer to solve bothersome problems, there is little danger of his laying it aside unread.

Chapter 17

STORE DISPLAYS AND PROMOTIONS

SCIENTIFIC evaluation of shopping habits in the modern self-service store indicate that a product has less than seconds to catch a customer today. Add to this the fact that during the past 20 years some one and one-half million retail clerks have vanished from the scene. It's no wonder, then, that the theme of a recent Point-of-Purchase Advertising Institute annual symposium was "Who's Minding the Store?"

The point is that producers of the merchandise sold in these outlets must rely on their own ingenuity to make the sale. Packaging, display and promotion are the tools available, and many are making good use of these aids.

The meteoric rise in sales of Chun King Corporation products stands as an example of marketing drive. As most know, the company was formed in the early 1950's to sell prepared Oriental foods in supermarkets. There was no great known demand for the foods, but this didn't deter the company from its decision to rely on dramatic promotion and packaging to create a demand. The result—annual sales now reportedly top $50 million. The company is setting its sights on new buying groups and has an unabashed goal to make **all** Americans consumers of prepared Oriental foods.

Today, manufacturers rely on wood and wire merchandisers, posters, illuminated signs, motion displays, corrugated bins and other forms of point-of-purchase designs to bring attention to a product which is normally very close at hand. Obviously when several hundred (or thousand) products are placed in the close confines of a few hundred or thousand square feet, the battle for attention is heightened. Large posters or elaborate displays cannot be set up for every item on sale. Retailers must make decisions, and manufacturers must be alert enough to produce displays that will be acceptable to the retailer and still attract the customer.

Packaging is the first element available to the manufacturer. A good package must be easy to recognize, easy to place on the shelf, easy to pick up and attractive enough to catch the customer's eye. A display unit is a valuable asset if it is easy to set up, takes only enough space to do its job and proves itself as a sales builder.

Retail space is being limited by cost of construction and the growing number of new products. In some cases, now, computers are determining the life of a product. If it doesn't move

Eastman Kodak prepared display materials directed to ski enthusiasts. They include a colorful counter dispenser for film, window streamers, literature, counter cards, and a large metal box designed in the form of a film carton for use in filing customer's orders for photofinishing.

according to a predetermined rate, it moves off the shelf completely. There is always something to take its place.

Sales of candies, garden tools, and a thousand other consumer products have likewise been increased by skillfully designed and strategically located store displays and fixtures.

Counter Units Win: "Try it yourself" demonstration units placed strategically on counters with high traffic are sure-fire sales builders for impulse buying. The curious customer who takes advantage of an offer to use a product may quickly be converted to a potential buyer, ready for the dealer to close the sale. This is point-of-purchase merchandising that helps the retailer find a prospect he didn't know was in a buying mood for the product.

By the same token the sale of thousands of products has been held back because the manufacturer left it to the distributor or dealer to decide what, if any, display should be made of his products in stores. In too many cases, the product was put on a shelf or under a counter and only shown when someone asked for it! A national survey of jewelry stores, made by an independent research organization for the jewelers' trade association, brought out the significant fact that of all the people entering a jewelry store without a definite purchase in mind, 60 per cent said they saw nothing they might like to buy for themselves and 73 per cent said they saw nothing they might like to buy for a friend! Yet two-thirds of the people who go into a jewelry store have no specific purchase in mind. And the same is true of many other stores. Millions of persons with money to buy what they want come out of a store without buying because they did not *see* anything they wanted.

The Store as a Display Case: In working with Goodyear dealers to help them do a better job of displaying merchandise, the company's merchandising manager likens a modern store to a merchandise dispensary, with a "Come and Get It, We Have It" sign in the window. To that end the Goodyear people recommend that dealers conduct a survey to determine what to promote and when; then plan coordinated display and promotions to play the winners. With the maximum number of different items exposed and offered for sale the first long step toward successful merchandising has been taken. However, operating conditions in any store change from day to day. It is necessary to shift the promotional plan to meet these changing conditions, which can be determined by a merchandising analysis at the point of sale. Such an analysis should cover the following points:

1. A sales and space analysis is necessary to constantly guide sales planning activities. What products are moving well? What space is available to further promote them?
2. What is the value of space by department in terms of expense per square foot? (Keep in mind the value of different department locations.)
3. Does each department stand on its own feet? What about lines? What about items?
4. How do sales and space for each department compare in per cent to total store sales and space?
5. How do sales and space for each line compare in per cent to total department sales and space?
6. How do sales and space for each item compare in per cent to total line sales and space?
7. What items attract more customers? (Highest unit sale items.)

"Selling" the Promotion to Customers: Data gathered in field studies to determine what displays customers prefer, and will therefore be most likely to accept, are important in getting over the idea a promotion is tailor-made to fit customers' needs, and not the brain child of some "smart" advertising man. If adroitly handled, this information can be used to set the stage, not only for the promotion, but for the product itself. When Gerber Products Company, manufacturer of baby foods, desired to step up over-the-counter sales of its products it launched, after a careful study of dealers' needs, a store modernization program, with the baby food department well in the foreground. Both self-service and clerk-service stores were covered with separate promotional literature. In presenting the modernization idea to the owners of self-service stores, the research work done by the company served as a peg on which to hang the promotion, and was presented to the trade as follows:

FASTER RESTOCKING AND MAINTENANCE

Smart self-service operators report that departments not fully stocked mean lost sales and profits. As a result, they insist on a department that can be restocked and maintained with the least possible expenditure of time and effort. Economies in time and effort make a favorable impression on net profits, for an hour saved can always be put to profitable use in many jobs in today's busy food store. Alert merchants know that good self-service equipment is the first step to higher sales and easier maintenance in baby foods.

VARIETY ADEQUATE TO SATISFY ALL CUSTOMERS

With the steady and sensational increases in demand for prepared baby foods, every aggressive operator has become aware of the importance of full variety selections. He knows that there are almost as many kinds of baby diets as there are babies. For instance, some doctors favor fruits as an early food—others soups. Then little by little new foods are added. In addition to meeting the demand for many varieties, a complete department wins extra impulse sales.

CLEAR IDENTIFICATION OF EACH VARIETY AND BRAND

Hardly a self-service store employee is now alive who hasn't heard in harassed tones from a customer, "I can't seem to find the beans. There's a sign saying they should be right here, but I can't find them." Confusion and irritation on the part of customers and employees are needless and easily eliminated by keeping variety markers in their right place. It wins the continued baby food patronage of these valued customers you wish to cultivate and saves considerable time for the employees who are on the floor.

A DEPARTMENT THAT CAN BE SHOPPED QUICKLY

Successful self-service merchants also know that mothers of small children are perhaps their busiest customers. Their household and social duties leave little time to spare. The baby food department that can be shopped quickly makes it a certainty that these customers will not cut their shopping tour short, but will have plenty of time to shop every part of the store in leisurely fashion. Baby food, a famous multiple purchase item, sells better and faster when customers buy from a properly planned, complete self-service department.

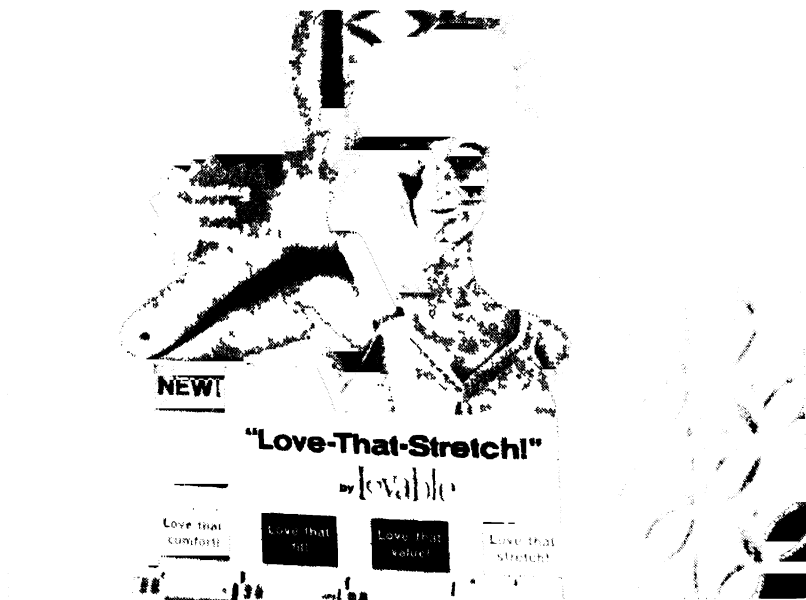
CONTROLLED MASS DISPLAY

Mass has a magic effect on sales, but no store can afford to devote unreasonable space to any single product because of the great number of items that must be handled. As a result, controlled mass display, the display that makes a definite impression yet does not extend beyond its rightful limits, is welcome in today's food store. This applies to baby foods and the department which is easily visible and so constructed that big stocks are housed in a limited area, assures fast turnover at substantial margins.

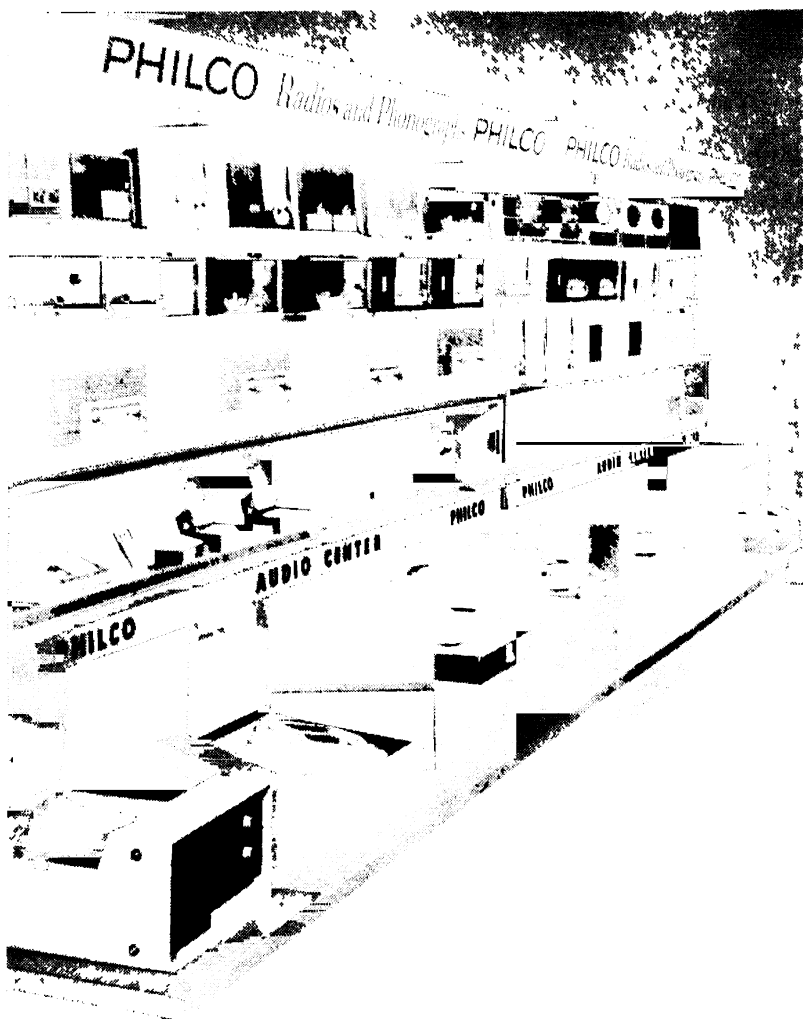
Some companies attach so much importance to "selling" a display idea that they employ well-known research organizations, with national acceptance, to make the preliminary study, and then play up the name for all it is worth in their covering letter or introductory copy. Another way is to pave the way for a promotion with a letter preceding the mailing of the promotion by 3 weeks, soliciting the dealer's ideas. This tends to make him feel he had a part in planning it.

Where Good Display Begins: Store promotions, whether conducted by a manufacturer or a distributor on behalf of a dealer, or by the merchant on his own, have a three-fold job in modern merchandising:

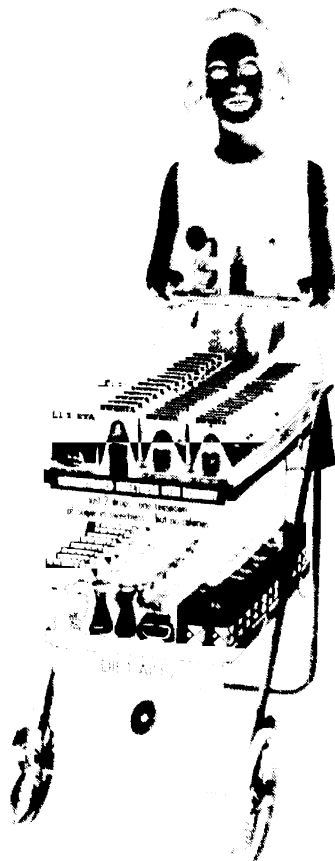
1. People who otherwise might not go into the store, such as passers-by out window-shopping must be stopped and induced to come inside by an attention-arresting window display or store front.
2. After they are inside the store, whether they came in to buy or just to look, these people must be exposed to buying suggestions by strategically located floor and counter displays, and, if possible, want-creating signs and counter literature.
3. Those who come in to buy something, say a Mazda lamp, can be induced to buy a larger supply by smart packaging and smart display at the point where the purchase will be made. This is especially true with food, now that so many families have freezers.

Some sales promotional programs cover all of these objectives. Thus at Eastertime, when most meat merchants are eager to sell hams, the packers offer them a "packaged" promotion which usually includes: (1) Dummy hams for trimming their window, along with the necessary window streamers, window cards, and some sort of cut-out for the background; (2) wall hangers and counter displays suggesting a baked ham for the Easter feast, together with the usual mats and electros for newspaper ads and local publicity; (3) recipe books for handing out to customers, telling the many ways to prepare a ham, the best way to bake it, and a score of ways to serve left-overs. The purpose of the booklets, of course, is not only to help the housewife in her ever-present problem of what to give the family to eat, but to demonstrate how economical it is to buy a *whole* ham.

Motion combined with a fetchingly realistic cardboard-mounted photograph can attract the attention of a passerby. The Lovable Company used this motion merchandiser.

Motion in the Window: The best window displays supplied by national advertisers for the use of those who sell their products usually depend upon motion to get attention and interest. Typical of this type of display is the head of "Elsie," the famous

Borden Company cow. A large papier-mache head, featuring Elsie calmly chewing her cud, makes a dramatic tie-in with the Borden magazine, newspaper, and outdoor advertising publicizing

Some industries ensure full-line dealer presentations by providing them with display backgrounds and store fixtures. Here is a complete "audio center" by Philco, calculated to improve dealers' store displays and, at the same time, show the full line of products.

the famous animal. Children especially are intrigued by motion displays, thus helping to create local word-of-mouth publicity for the product. Contrary to the opinion of many advertising men, who regarded the Elsie advertising of Borden as a bit silly, this device proved tremendously popular. It also proved effective as a sales producer. "People," said the man who conceived the idea, "are pretty well fed up with stuffy advertising and relish something humorous and folksy. Farm people especially are interested in farm animals. When we started shipping Elsie around the country in a chartered plane, to participate in state fairs, we got thousands of columns of publicity for Elsie which laid the foundation for one of the most extensive promotional campaigns

Almost lifelike in appearance, this award-winning Sweeta Tea Cart store display effectively draws attention to Squibbs diet aids.

Courtesy Point-of-Purchase Advertising Institute.

A massive supermarket display of soups served as an impressive base for a free-spoon premium offer by Campbell Soup Company.

Borden has ever undertaken." While the animated display lacks the appeal of the real Elsie, it enables the company to put a lifelike replica of the famous bovine's intriguing head in thousands of food store windows. Dealers wait in turn to get the display, because of its attention-getting qualities.

When appropriations do not permit animated displays such as the Borden cow, motion may be secured by such simple means as attaching crepe-paper streamers to a cut-out display, and placing a small electric fan in the window to keep the streamers flying. Still another popular animated display is seen in bank windows where illustrated cards are used to "get over" a sales promotional message. The cards are automatically changed at 15-second intervals. These displays are purchased in quantities by

a national advertiser and loaned to customers upon the recommendation of the territorial salesman. They are electrically lighted.

Life-Size Store Cut-Outs: The trend in some sections of the country, notably California and Florida, toward show-windowless stores, has brought about the development of a type of inside-the-store display, of such a size that it attracts the attention of the passer-by on the street as well as the customer within the store. Typical of this type of dealer help was that of Youngstown Kitchens, the manufacturer of which furnished dealers with life-size cut-outs of the woman of the house, and another of the man of the house. The dealer set them up in the front of the store in such a way that it would center attention on the product. The store display was supported by magazine advertising and pass-out literature built around the idea of the husband chasing the wife out of her electrically operated kitchen so that he could have the fun of washing the dishes in the new dishwasher.

This display worked out so well that the company embarked upon a series of promotions using life-sized cut-outs of the figures appearing in the company's current magazine advertising. Dealers who wished to do so could reproduce in the store the kitchen scene featured in the magazine advertisement. At the same time, dealers were furnished mats for local newspaper advertising featuring the store display. Six of these promotions were used, and according to the sales promotion manager for the kitchens, 3,000 home equipment dealers used them. Each promotion lasted 2 months. Half the magazine list was used for one month and half for the next.

Similarly, an electrical refrigerator manufacturer, also selling through home appliance dealers, developed a mechanism which kept opening and closing the door of an electrically lighted refrigerator. A sign on the inside of the moving door called attention to the features of the refrigerator. It also proved to be a great attention-getter.

Displays Showing the Actual Product: Another type of store display which has a high acceptance with merchants, and which is especially adapted to promoting the sale of package goods, has an opening cut in the design, into which a can or package of the product can be placed. Some argue that there is no point to this, that dealers won't go through the trouble of hunting up the package required to complete the display, or that some deal-

ers just won't take merchandise off the shelf to use in displays. However, checks indicate that most merchants favor any type of display which features the product itself. This may be psychological, or it may fit into the store owners' theory that goods well displayed are half sold. At any rate, the average storekeeper

Dramatic emphasis is a key factor in this display used by the Hoover Company. Two major appliance units are shown on what appears to be a French Provincial end table. A shutter set behind the upright adds another touch of modern living.

likes the idea of the actual package on display, rather than a picture of the package. The use of actual product displays is two-to-one compared to the use of display cards or hangers which merely picture the package.

Counter Cards and Displays: Competition for space on a dealer's store counter is becoming increasingly keen. Some dealers are dead set against putting any sort of promotional material on their counters, unless it has suggestive value to the customer or contributes in some way to store service. As a result, there is a heavy waste of counter cards and run-of-the-mill displays. The dealers just won't give them counter room. On the other hand, neat counter cards or displays which "plug" the store's service and "soft pedal" the product have good acceptance. This is especially true if the product is a fast repeater and carries a margin of profits which the merchant considers "adequate," and toward which he therefore has a friendly feeling.

In these days of big appropriations for national advertising it is a mistake to think dealers will get excited about "tying-in with national advertising" to get local prestige for stores. That argument used to be effective, and it still is with such well-entrenched lines as Hart Schaffner & Marx clothes, Timex watches, Stetson hats, Swift's Premium meats, etc. But there are many years of advertising behind these products. Where a product is a newcomer to the field, or where the appropriation for consumer advertising is large only in the eyes of the company that is footing the bill, dealer helps must stand on their own feet. Whether they will be used, or laid aside, and how long they will be used, depends upon the value the merchant places upon them as *sales makers*.

Related Displays: Some dealers are averse to using a display which features the product of a single manufacturer, but will gladly install a display of related products. For example, the Bristol-Myers Company cooperated with dealers in a "Going Away" display which included a variety of products sold in drug stores. A questionnaire mailed to 250 retail druggists by the Point-of-Purchase Advertising Institute for Bristol-Myers, brought responses from 105 dealers, of whom 96 preferred the related item display to single product displays. A majority favored a 2 weeks' period for such displays; 20 favored 3 weeks. Of those replying, 88 per cent thought the material provided for such displays was good enough to use again next year; 62 per cent said that this type of display definitely resulted in a sales

increase on the items included. Only 3 per cent said they did not notice any increased demand for the featured products.

This idea of furnishing display material which a dealer can use for a display of related items is not new, but it has a strong appeal. It permits a merchant to include in the display a variety of profitable items which he has in good supply. Most of the display ideas submitted by manufacturers, or wholesalers, are designed to sell a product which the dealer would soon have to reorder. While he may have no objection to doing that, he is still more interested in getting his money out of merchandise which he has previously overbought and thus increase his working capital.

"Merchandising the Advertising" Promotion: The decline in magazine lineage which followed the boom caused publishers of advertising media to step up their syndicated store promotions of nationally advertised products. This type of "related" display has proved popular with dealers. They like its "prestige" value. Such displays are usually built around a central theme, such as "Goods Especially Selected for Men of Attainment," used successfully by *Time*. The *Time* display neatly gets over the idea that the stores' customers and *Time* readers are one and the same. This type of promotion was pioneered by *Vogue* about 25 years ago, and has now become standard practice by "class" magazines. More than 1,350 stores used *Holiday* display materials—brightly colored streamers, pennants, and window cards—in one year. A Texas retailer wrote that a *Holiday* sale he put on doubled the store's sales. An Indiana men's store credited a Father's Day promotion, using *Esquire* tie-in promotional material, with a 20 per cent increase in business. Many dealers have reported that they feel the magazine tie-up helps the display, and they like the idea of publicizing their store as headquarters for well-known quality products.

Teaching Store Owners Display Techniques: While most dealers readily admit that "goods well displayed are half sold," only a relatively few understand the principles of good display. Most of them evaluate a display by the number of items which can be crowded into it, with the result that their stores, windows, and counters have a decidedly "junky" look. To help its dealers utilize tested display principles, the Mirro Aluminum Company, like many other astute national advertisers, conducts a continuing program of display education for its dealers.

It makes suggestions for window displays of aluminum

cooking utensils, wall displays, counter displays, and especially floor displays. This "how-to-do-it" promotional literature not only shows the dealer how to make the display, but (and this is important) it explains the principles of display involved, so that over a period of time the dealer becomes display-conscious, and acquires an appreciation for the techniques used in modern merchandising display. In the same way, Westinghouse Electric Corporation uses cartoons in its trade-paper advertising to get over to its distributing organization display ideas for promoting "point-of-purchase" sale of electric lamp bulbs. Cartoons are used, rather than heavy educational text, on the theory that electrical goods dealers, like most people, will read "funnies" when they might skip over a conventional advertisement. The light-hearted message often works best.

STANDARD STORE DISPLAY MATERIALS

Before deciding what kind of displays to prepare as a part of a sales promotional campaign, it is advisable to have the use of previous materials checked by an outside organization. Most advertisers depend upon salesmen to get this information for them. That is better than no check at all, but salesmen, like advertising men, often have preconceived ideas as to what displays are best for a company to use. Customer's preferences change from time to time, and advertisers find it pays to use some of their appropriation for spot dealer checks before contracting for new dealer helps. Not only should the use made of previously furnished material be checked, but a check should be made to determine what type of displays dealers are currently using. Some advertisers go so far as to ask them what they would like to have, but most dealers would like to have the moon.

There are a hundred different types of display materials currently being supplied to dealers, agents, and distributors by national advertisers. Those most favored are:

"Packaged" Window Displays: These are provided upon request (usually the dealer pays some of the cost), for the purpose of dressing an exclusive window. The best practice is to have the display installed by a national window display service, or by a traveling representative of the sales promotion department. The average dealer puts off window trimming as long as possible, and usually ends up filling his window with a conglomeration of signs and products without any central idea.

Window Streamers: Used mostly by food and other stores that like to make billboards out of their windows. Inexpensive, and if striking in design can be very effective. To get maximum use of such dealer helps, the streamers should be self-sticking.

Such streamers are usually furnished free to customers who like to have something novel to "stick in the window." Best results from such displays are secured when the piece calls for an accompanying in-store floor display of the advertised product.

Window and Door Stickers: Usually printed on self-sticking papers. All the storekeeper has to do is to peel off the protective covering and stick it up. When he wants to take it down, he just peels it off the glass. These stickers are usually suggestive. General Electric has used stickers reminding the person opening the store door she might need electric lamps; Canada Dry furnished stickers for the shopping carts used in chain food stores; Campbell Soup Co. supplied dealers with books of shelf markers for merchants to stick on the shelf to mark the kind of soup to go there. While such stickers feature the advertised product, they are one of the kinds of dealer helps self-service stores will use because they help buying in general.

Wall Posters and Hangers: Not so popular as they once were. To get preferred position they must be unusually attractive. They should also do a sales job, and not merely feature the advertiser's product. One of the most popular and widely used wall posters was "The Country Doctor" which thousands of rural drug stores hung on their walls for years. Coca-Cola has been successful in popularizing wall hangers in Coke bars and taverns; they feature glamorous girls. Coca-Cola drivers are alert to put them up at every opportunity.

Floor Displays: Expensive but effective when properly done. Can be used in connection with attracting attention to "big ticket" products like furniture, home appliances, garden tools, etc. Usually cut-outs with easel backs so they can be stood about the store in strategic locations, or racks for holding quantities of the product.

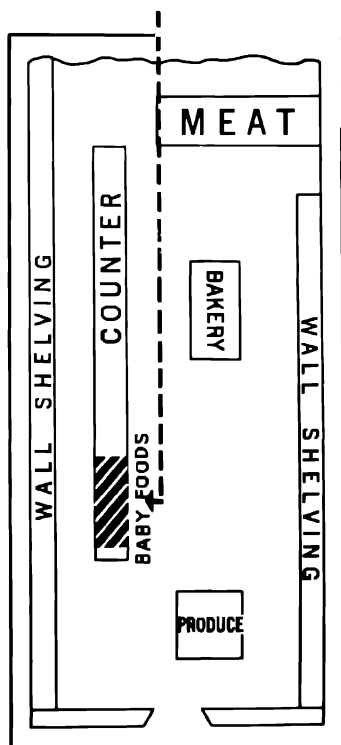
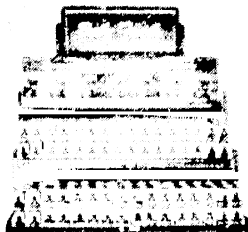
Counter Cards: Should not be too large and must be sufficiently attractive so that they add to the store's appearance. Usually suggestive. If the merchant will give them space on the counter where the product is sold, these cards and signs are most effective point-of-sale promotion. The backs of such cards make a

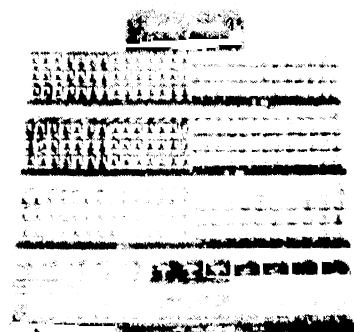
good place to print the principal selling points of the product. This helps the clerks behind the counter who may not be too familiar with the product.

Counter Displays: Store owners are well aware that the best way to increase sales is to improve their display methods. They are usually receptive to any fixture, case, or rack which enables them to make a good point-of-sale display, and if the manufacturer does not plaster his name all over it, merchants will often pay for such fixtures, or they can be offered with assortments of merchandise. They should not take up too much counter space.

Gerber Products Co. provides dealers with store lay-out plans (shown opposite) which aid them in arranging their stores, and at the same time suggest where to locate and organize a baby food display.

"Dummy" Cartons: Package goods manufacturers, as well as those making such products as hams and bacon, find dealers like to have giant-sized replicas of the product or package which they can put around the store and in show windows. They are most effective when the package itself has good design and makes a pleasing appearance.

Educating Dealers to Use Displays: The waste of costly lithographed signs, window trims,

In counter-service stores use of a special self-service fixture on top of the counter is an excellent way to achieve partial self-service. A gondola unit in center of store is also very practical. The "necessity" merchandise is displayed and sold in the rear of the store.

In self-service stores a preferred location is one immediately seen by incoming customers, yet out of high traffic lane at the right. Location meets both of these requirements. Displays should be built high enough to permit sign to appear at eye level.

In semi-self-service stores a wall location usually brings high sales. It is not in the busy zone of produce or meat departments. So, mothers shop for baby food without being crowded. A location opposite a cross aisle is preferred to a dead-end position.

counter cards, banners, and streamers supplied to dealers by manufacturers can be reduced by showing dealers how to use them more advantageously. This problem was acute in the paint field. Owners of stores selling painters' supplies are usually tradesmen who have saved a few thousand dollars and gone into business. They are not promotion-minded. When some display card which they especially like comes in, they try it for size in a few empty spots on the wall, and if there is a likely spot, up it goes. To make paint dealers more sales-promotion-conscious, and to help them do a better promotion job, the National Paint, Varnish and Lacquer Association, Inc., prepared and published a 350-page promotional manual for the trade called *Paint Power*. The following suggestions were included on display materials, which the manual referred to as "silent salesmen":

1. When the display features a general idea, place it in a prominent location where it will be seen by all customers. The space opposite the front door is, incidentally, the preferred position in the whole store.
2. A specific item, or specific line display, should be placed as near as possible to the merchandise described.
3. A display offering merchandise for the customer to examine should be placed where the customer can touch it.
4. All displays should be placed where they can be seen and read by the customer.
5. Displays designed to be hung from the ceiling should be hung low enough for the customer to read and look over easily.
6. All displays should be placed where they will not conceal merchandise.
7. Never place displays where they will have to be moved back and forth by salesmen when taking care of customers.
8. Always place displays in a well-lighted position.

Getting Display Material Used: There is no ready-to-wear formula for making sure that after you have spent good money to produce store displays that they will be adequately used, in fact that they will be used at all. While the percentage of waste in this type of promotion is high, it can be held down quite materially by making the material important in the eyes of those who are supposed to use it. Here, for example, are a few suggestions offered by Einson-Freeman, well-known producer of display material:

1. *Free Goods for Photographs.* Simply offer two or three packages free for receipt of a snapshot showing the display in use. It helps to put a sticker, repeating this offer, on the outside of the container in which the display is shipped. The photographs received provide interesting pictures for trade advertising.

2. *Contest for Best Windows.* This always stimulates the use of material, and, like the plan above, provides good trade pictures, but the objection is cost. There have been so many window-display contests that it takes real money to excite dealers, these days. And, there is always the "sorehead" who thinks he should have won.
3. *Display Checker.* Here the trade and dealer advertising features the "checker" who shops stores and awards $5 to each dealer using the display during the period of the drive.

   It has a mail variation for smaller towns, wherein displays are numbered and a sticker, like a raffle slip, is mailed in by the dealer, attesting also to the fact that his store is prominently showing the display. A drawing takes place, and the winners are notified as in any other contest. The value to the advertiser is that the dealer must actually use the display to get in on the drawing.
4. *Free Goods Via Jobbers' Salesmen.* Here the manufacturer agrees to give the retailer, say, two packages, for a week's showing, but the retailer must get his free goods certificate signed by the wholesaler's salesman as a witness to the fact that the display was used.

   The usual friendships between dealer and salesman make this plan of doubtful value, but it is frequently used because it is much less trouble than taking a photograph, and it also reminds salesmen to check stocks.
5. *Press Advertising.* It is axiomatic that broadsides and trade-paper advertising should feature window and counter displays and also that it will be more resultful if it pounds one of the reward plans described here, or some other that will do the same job.
6. *Display Packing.* If you can ship goods in a counter display, all ready to set up, by all means do it. The factor of inertia may be made to work for you. When it is more trouble to take out the goods and put it away than to use the display on the counter, a big percentage of dealers will choose the easiest way.

   Pack counter displays for salesmen in convenient cartons of 25 units that can be handled easily in a small car. A mass display, like a counter basket, can be used to inventory a dealer's stock, and salesmen can be prompted by a reminder printed on the outside of each carton of displays.

There is one more factor in distributing display material through the chains: Display units are most frequently sent direct by the manufacturer to each store in the chain. Very rarely, only where tie-up is being made with the chain's own promotion, does the chain care to do the distribution. The displays can be shipped with merchandise, particularly advisable if they fit into the merchandise containers or packages, or they can be shipped individually and separately.

In any case, the display material should be wrapped and taped up so that it arrives in good usable condition. Watch the corners of your packages, if they hold display cards. Stores don't like to put banged-up, shabby-looking cards on display. Be sure a large label brings attention to the contents of the package. This should be addressed to the store manager or the floor girl in charge of

the section where the display is scheduled to be posted. If the package contains several displays, itemize the contents.

For example, a label or sticker may say: "This package contains two 11 x 14 signs for your Back-to-School Stationery Counter, two 5¾ x 7 cards for your sign-holders, two 6 x 36 paper streamers for your windows. Use without delay!" It isn't a bad idea to have an explanatory display sheet inside the package, particularly if it contains an illustration of the display material in use. Die-cut displays, cylinders that have to be rolled, displays that have to have months affixed should have instructions clearly pasted on the back.

This Upjohn "Unicap M" promotion was designed to serve three tasks: (1) to train the cosmetic clerk on the subject of vitamins; (2) to relate the sales of cosmetics and vitamins; (3) to display vitamins in an unusual and different part of the store—the cosmetic counter.

PROMOTIONS THAT BUILD STORE TRAFFIC

The type of promotional activity most popular with dealers or distributors of any good product is one which brings people into the store to look and to buy. While the merchant is mildly interested in promotions which increase the unit of sale, or suggest purchases of products the customer otherwise might not buy, the problem of building store traffic is basic. For that purpose he belongs to the Main Street Association, which puts on the annual street festival; he spends his money for newspaper advertising, featuring specials; he builds a new store front and puts up a better sign. He knows, only too well, until he can get Mrs. John Doakes into his store, his chances of selling her are slim indeed. She might buy by telephone, but then again she might not.

One of the earliest promotions to build store traffic was "give-aways" for the youngsters. Manufacturers supplied dealers with kites, rubber balloons, paper caps, and what have you, imprinted with the name of the product for this purpose. Before the era of "plenty," when youngsters no longer walk a mile for a kite, these traffic builders were quite effective. Indeed, they are still used by many small-town merchants to build parent good will. But times have changed, and the merchant of today is more interested in getting the parents to come and leave the kiddies at home.

The Birthday Party Idea: A shirt company capitalized on its thirtieth anniversary by furnishing dealers with materials needed to put on local birthday parties, to which the store's customers were invited. They were urged to come and share the big birthday cake and in the equally big birthday bargains the store was offering. A promotional campaign to dealers was built around the making of a birthday cake, with an actual piece of cake carefully packed and wrapped in cellophane. Another promotion, which panned out for a druggist, was a "prize" window in which a variety of items were displayed and a prize awarded to the customer able to list the most products whose names began with those letters of the alphabet which formed the name of the store. Then there is the clothing merchant who sends a letter of welcome, with a crisp new dollar bill, to every new baby which arrives in town.

Other promotions successfully used by merchants in the past to build store traffic and increase sales are reported following:

Lucky Tickets

A refrigerator dealer sent out letters to selected prospects within his sales area, inviting them to visit his store on a certain date at a certain time for a demonstration of appliances. Enclosed in the letter were two lucky tickets which were to be deposited in a box at the demonstration. The winner took home free any appliance she wanted.

This stunt was used by dealers in over 100 cities. It proved to be a good traffic builder. One Florida retailer pulled 550 customers into his store for the demonstration and drawing. A Salem, Oregon, retailer lured 450 prospects into his store with the invitation. In some cases retailers reported the promotion brought in more traffic in one day than they normally have in two weeks or more.

Free Trip to Detroit

A distributor of automobiles for the Denver, Colorado, trading area, offered everyone buying a new car from one of the seven local Denver dealers during a stated period a free trip on a chartered plane to Detroit. The first group numbered 29. They were shown through the automobile plant, given dinner at an exclusive club, and then presented with their new cars to drive back to Denver. This plan brought sales of this car from third to second place in Denver.

The dealers bought newspaper space and radio time to advertise their sales promotion plan. They also gave away six new sedans and a convertible in a contest at a chain of local theaters, in exchange for the theater advertising and endorsing the plan.

Photographs Draw Crowds

In order to move its higher-priced shoes, a Kansas City shoe merchant made arrangements with a local photographer to give each purchaser a free photograph with each pair of shoes. In order to make such an offer apply to children's shoes, the dealer had to have an understanding with a photographer to photograph and furnish one picture on the dealer's order. One successful shoe dealer watched the birth records and wrote the parents a letter of congratulation, offering to present the baby with a photograph with the first pair of shoes purchased in the store. Pictures of babies are of special interest to mothers and this method affords an opportunity to get on a firm and friendly basis with the family that will mean much increased business.

Talks on Table Etiquette

A Boston department store secured a notable increase in silverware sales through a unique method of stimulating interest. The company engaged a locally famed authority on table arrangements to give a series of four lectures on "The Etiquette of Table Appointments," at 3:30 daily each afternoon in the assembly hall. The subjects were: "The Luncheon Table," "The Breakfast and Afternoon Tea Table," "The Dinner Table and the Supper Table," and "The Bridge Luncheon." Admission to the lecture was free, but by ticket issued by the company. Every session filled the hall.

Tied up with the lecture was a display of the "Pieces of Eight," featured by the company's advertising, the displays included a window showing a "Pirate's chest" filled with silverware, and a table display, with counter displays in the silverware section inside. Coupled with advertising of the store was display advertising prepaid by the manufacturers.

Valentine-Making Contest

This plan, successfully used by a Michigan dealer, involved a contest of boys and girls under fourteen. The retailer advertised in his local paper announcing a prize to be awarded the boy or girl making the prettiest valentine and writing the best verse for it. One of the requirements was that those entering the contest should come to the store with one of their parents. These parents signed their names and addresses on cards which became a part of the store's mailing list. Two of the teachers were selected as judges, and the prizes were awarded Valentine Day. There were also second, third, and fourth prizes offered.

"Gone But Not Forgotten" Customers

Old customers of a shoe store in Los Angeles are reminded by a folder of the fact that they have not called for some time. On the top flap of this folder is a cartooned funeral wreath surrounded by the words, "Gone but not forgotten." The underflap bears a letter which suggests that if the customer is dissatisfied, he should come in for an adjustment.

"Look for the Number" Idea

A retailer in West Virginia sent out a notice of a mark-down sale. This called attention to a number printed in the corner and invited the customer to come to the store and look around. If he found an article to which that number was pinned, he could have it with the store's compliments. Many who came to look for numbers, remained to buy.

Mating Contest (Gloves)

In order to induce farmers to come to town on special sales days, a Kansas store mailed a right-hand cotton glove to a number of customers, who were asked to come in and receive the mate. They came.

Overinflated Inner Tube

Here is a simple stunt that, although costing practically nothing, resulted in attracting a large number of new customers as well as old customers to this tire shop. An inner tube was inflated until it stretched to a total diameter of 7 feet. When it reached this size, the tube was hung on a line across the service court. A sign gave the size and kind of tube. More than 300 persons stopped in to inquire about the tube within 3 days.

Nonstart Donkey Sells Batteries

A donkey and rig proved to be a good crowd-gathering stunt for a South Carolina battery dealer. Every time the donkey became stubborn and refused to move, the driver climbed out, gazed over his specs at the Exide slogan, "When It's an Exide, You Start," and then climbed back into the rig. The donkey would then start with a flourish of his hind feet. The crowds chuckled and applauded.

"Believe-It-or-Not" Window

This idea is adaptable to practically any line of business. A giant book forms the centerpiece. Its heading is "Furniture Believe-It-or-Nots." Streamers carry the eye to exhibits commented on. For example, an open can of paint has a streamer running to a paragraph in the giant book, which says, "Linoleum was discovered in a paint can. The film of oil that forms on the top of paint exposed to air furnished the idea from which originated our modern linoleum." This statement also tied in with patterns of Armstrong's Linoleum shown in the background of the window.

Show Window on Wheels

Beech-Nut advertising was brought to life by a moving exhibit on a display truck. Twenty different features in the circus were exhibited in action in this impressive display. The display was the pivot point of an outstandingly effective sampling campaign which was given high praise by local dealers. The troupe which appeared in circus costume started a sampling and promotion campaign in Miami and then moved north covering many cities. Not only did the stunt attract large crowds wherever it was staged, but it brought about a considerable amount of local newspaper publicity and general comment that multiplied the effectiveness of the sampling activity.

Miniature Racing Car

An effective way to attract crowds and stimulate sales was used by a Maytag dealer. The focal point of interest was a sleek miniature racing car with the Maytag trade-mark displayed on the hood. A conspicuous sign announced a "give-away" which resulted in bringing children and adults clamoring for details. The dealer, also a hardware store operator, worked out the plan to include other items by giving a chance on the car for each dollar of a purchase. The combination of the raffle idea with the novel prize, it is reported, brought a substantial increase in sales and also stimulated payment of many old accounts. The use of this kind of stunt to attract youngsters has proved effective in bringing crowds of grown-ups to the stores, according to several manufacturers.

Advertising Trailer

Although trailers have been used effectively in a great variety of ways, the Hotpoint advertising trailer used by a public utilities company in the South introduced an entirely different idea that was recommended to dealers throughout the country. The trailer has a low slung platform just large enough to display one range. It is inexpensive to produce. Being open, it has some important advantages from an exhibit and advertising standpoint. It not only takes the product to the prospect, but it attracts the interest of others and helps to make prospects.

Talking Outdoor Displays

At frequent intervals, dealers should be given ideas for floats and rolling displays, according to a manufacturer in the electric household appliance field. Many dealers use rolling outdoor displays as a feature of their local advertising, but ideas of this nature passed along at intervals also prompt dealers to take advantage of civic parades, festivals, and other local events that draw crowds. Usually they are equipped with loud-speakers. Large placards carry the simple slogan, "At Your Service."

Posting Names of Satisfied Customers

Most dealers and dealer salesmen frequently refer to "the lady down the street who just bought," and many dealers publish periodically a list of users in the local newspapers. A Maytag dealer in Hartford City, Indiana, went a step further, listing names of local buyers on a large blackboard in the rear of his store. The very size of the list is impressive, and rarely misses getting the attention of any prospect coming into the store.

Mower Demonstrator Plan

In order to bring the merits of the Yardman lawn mower to the attention of a prospective purchaser, the manufacturer has established an attractive sales plan. Under it, if the dealer purchases two machines at the regular wholesale cost, he is offered the opportunity of purchasing a third "demonstrator machine" at an additional discount. This machine is used on a loan basis to any interested prospects. When the question of price arises, as it often does, the dealer suggests that the prospect ascertain for himself the many advantages of this mower.

Plumb's Woodchopping Exhibition

Fayette R. Plumb, Inc., is a trade name long connected with quality woodcutting tools. This organization has a keen sense for cooperating with the independent retailer. One of the features which this manufacturer uses to focus attention on his product and on the dealer's store is a woodchopping contest and master woodcutter demonstration. A well-known master woodcutter is scheduled to appear at the dealer's store on an established date. For local publicity the dealer advertises a local woodchopping contest with prizes for the best local chopper. This is done on a timing basis, chopping through a log with an ax. A Plumb ax is, of course, selected as one of the awards.

Door-Opener Plan Sells Oil Burners

The manufacturer of the Delco Oil Burner prepared for the use of its dealers' outside salesmen a "door opener" known as the Heat Guide. It consists of a card bearing a standard thermometer tube and bulb. But instead of having the customary temperature degrees, it is marked off into three zones, as follows: "Too Hot," "Too Cold," and "The Zone of Health." Alongside of each zone appear explanations of that zone. Of course, for the first two, the prospect is shown why each is not healthful and not economical. At the bottom there are blank spaces in which the prospect can check and record if the home temperature is either "in" or "out" of the third zone—that of health and economy.

Moderate-Priced Saw Display Wins Sales

In order to permit retail hardware dealers to compete favorably with catalog houses and other sources of low- and moderate-priced merchandise, Henry Disston & Sons, Inc., presented the Keystone brand of handsaws in a popular-priced assortment, including a walnut-stained display rack for counter use. This display rack, when filled, contains five differently named Keystone-brand saws.

Empty-Can Display Sells More Oil

A dealer took on the local sale of Texaco Motor Oil, packaged in sealed 2-gallon cans. He had sold only bulk motor oil prior to this time, and as garages with their free-oil-change service were taking most of the bulk oil sales he was naturally somewhat skeptical as to what he could do with even such a popular-priced article. It seems that some of the very simplest merchandising principles bring marvelous results, providing the dealer applies them to an item of extensive and continuous demand. This dealer sold dozens and scores of these 2-gallon cans of oil—in fact, it would be more nearly correct to state that they sold themselves. The sales method used was merely to set a stack of them each day in front of the store, together with a large-type printed sign giving the brand name and price.

Appeal to Youngsters Brings New Business

A sales plan devised by a manufacturer for the purpose of focusing the attention of boys and girls on traffic regulation and highway safety, coupled with the use of handy cans of the product, was the 3-in-1 Oil Safety League. To secure membership the youngster had to fill out a printed questionnaire on simple rules governing general traffic designed to make each entrant more careful when roller skating on town and city streets. The questions and explanations were so easy that any average youngster could answer enough of them with sufficient correctness to win the award of a Safety League badge or chevron. Naturally, it suggested keeping roller skates in good condition with 3-in-1 Oil.

Lock and Key Plan

In this plan, dealers are encouraged to have a master lock, a number of master keys fitting the lock, and a quantity of dummy keys attached to printed cards. The keys are distributed and the urge to "get something for nothing" brings prospective buyers to the store to try their luck in opening the lock. The plan is controllable because any percentage of master keys can be included in the lot distributed. The key-cards are distributed door to door, handed out by salesmen, or displayed in windows having a card inviting the public to step in, choose a key, and try their luck. All prospects who come in are given a demonstration and followed up carefully with a view toward selling them.

Daily Suggestion

Each morning, one dealer decides on a daily Suggestion Item. Make a regular contest to see who can sell most of that item each day by suggesting after each sale. Added fun, incentive, when small prize is offered for largest daily sales of item. Try: (1) Package of dozen wash cloths, 59 cents; (2) five small hand towels for kitchen, 5 for $1; (3) half dozen dish towels, $1; (4) 3-piece set, $1.

Cardboard Pennies for Real Ones

Fifty thousand sham pennies were distributed all over N. W. London for 3 days prior to the opening of a new store. They were put on the doorsteps of houses, on the running boards of parked cars, and many other places where they would be easily noticed.

The coins were really little cardboard discs, the size of a penny, and with the reproduction of the "heads" side of a penny on one side. On the other was a note to say that one (and no more) of the discs could be spent as a real penny on the opening day of the store.

Selling Nuts by Magic

Free distribution of peanuts for children during suburban theater matinees is being used by an Australian nut food manufacturer to popularize his product.

Children in the audience are given bags of peanuts by a stage magician, with membership badges for a Magicians' Club and coupons securing a conjuring book. Children are urged to become master magicians and to save all the tricks offered by coupon.

Tying up with the scheme are slides shown in smaller towns, and newspaper and radio advertising is also being used. Schools are to be supplied with tie-up blotters, and retailers are being included by advertising.

Coupon Days

Here is an idea for a good clearance sale. The shopper had to clip a coupon and bring it to the store in order to take advantage of the price quoted in the announcement. In some cases, purchases were limited, one to a customer.

The items included some that were priced low, as leaders. Most, however, were items that were marked down for the sole purpose of getting rid of them.

Under the main head in the ad, the copy reads, "We must clear our shelves of all winter merchandise to make room for spring goods arriving daily. We intend to sell out our winter stock in these 3 days. We realize this is a tremendous undertaking, but the prices we are offering in the coupons below will make this stock go like hot cakes! Read every item and judge for yourself! We are out to set a record on these 3 great coupon days. See dates above!

"Remember, you must clip out the coupons of the items you want and bring them with you to the store. No goods advertised on the coupons will be sold unless the coupon is presented!"

Mystery Letters

These create interest among the salespeople for one group of affiliated stores. They are sent out from headquarters, but the idea is just as applicable to single stores, where the mystery letters could be posted by the store owner, who would be the only one to know exactly what they stood for . . . just as the Chicago office is the only group that knows exactly what they stand for in this case.

Each store in this group receives a card measuring about 4 inches by 10 inches. At the time of this editor's visit, four letters were printed on the card (new ones are sent at regular intervals) and every member of the sales force is invited to write a letter to the Chicago office with his deduction as to just what the four letters stand for.

In this case, the four letters were "O M R C" and they stood for "One More Regular Customer." If no one sends in the exact answer, the best of the entrants is given a cash award. It so happened that the best answer to this contest was "Our Motto—Repeat Customers," although it was not the correct answer.

"Thrift Wednesdays" Pay Big

The "Thrift Wednesday" idea is simply this: A typical box advertisement in the shopping news edition of a daily newspaper announces that on Wednesday The Hollywood Typewriter Shop will clean, adjust, and place a new ribbon in any typewriter brought to the shop for the sum of $1. Ordinarily this happens two Wednesdays out of each month but occasionally only one Wednesday in the month. For a considerable time immediately after the idea was conceived the offer was made for every Wednesday in the month.

During the first 3 months the plan brought in an average of 100 typewriters per Wednesday. Naturally, the number began to drop down after 3 months but even today "Thrift Wednesday" never brings in fewer than 25 typewriters.

Prosperity Money Auctions

Home furnishings merchants of Tell City, Indiana, report excellent results from a cooperative promotion. The plan calls for a group of merchants, in different lines, putting up prizes which are sold at auction once a month in the local theater.

"Prosperity Money" is used to buy these various prizes at the auction. This prosperity money is accumulated by customers of the various participating merchants, who secure it by making cash purchases at their stores. It is printed in

different denominations, and is issued by the merchants on a dollar-for-dollar basis. Note that the money is given only for cash payments and not for credit purchases.

A particularly effective feature of this plan is that every 2 weeks a different merchant puts on a special "event." The other merchants cooperate by sending their customers to the place where the special event is being held. The event lasts one day. Each merchant holds one of these special events.

The Busy Dollar Contest

This plan was developed in Nampa, Idaho. Cellophane envelopes containing dollar bills and a card for recording the transaction in which the bills participated were placed in circulation by 26 stores. In addition to the name of the firm which started the dollar on its busy way, the card contained these instructions:

"This Busy Dollar is never too busy to work for you. Keep it going. Sign your name on the back of this card and put it back into circulation."

Space was also provided on the card for each store to sign its name when a purchase was made. Prizes were offered to the persons which the records showed to have spent the most money in the 2 days of the contest, and individual prizes in each store to the person making the largest purchase using the bill which was marked with the particular store's name. The contest lasted 2 days. During the period of the contest each bill averaged $7 in value. Twenty of the dollar bills for which records were obtained were handled by 164 individuals.

Spring "Mystery" Plan

During the month of March a distributor made arrangements so that all electric meter readers who visited the homes of the city wired for electricity left at each home a mysterious envelope marked *Important*. Upon opening the envelope the housewife found a prize certificate which entitled her to participate in a big prize drawing for electric refrigerators. No obligation was entailed except that the housewife register her name and address with any electric refrigerator dealer in the town.

During the month a cryptic daily announcement over the radio urged housewives to watch for the electric meter reader. Each dealer also sent post cards to his prospects. The post cards were personalized by having the prospect's name on them. These cards urged the prospect to register at the dealer's store.

The dealer's salesmen also started an intensive follow-up trying to get housewives to register and to view prize refrigerators on display at every showroom. Announcement of the winners was made a week after the registration period closed. The other registrations provided a substantial list of prospects for dealers' salesmen to follow up.

A "Women's Day" Promotion

A store promotion plan that has been used annually with outstanding success, is based on the idea of staging a Women's Day, to put over a day of history-making sales volume, under the planning and direction of the women in the store. A board of "Women's Day Directors" is formed. They direct the planning and staging of the big event. Women are appointed temporarily to take the place of men serving as merchandising managers. The event is publicized to women customers. Announcement is made that woman reigns for the day. All kinds of stunts and merchandising ideas are developed to put the management of the women in the foreground. Women's organizations are called on for their co-operation. Special events are introduced to entertain the women, and the prospect of having a good time as well as doing some shopping helps attract the crowds.

The circus is an old stand-by that still pulls 'em in, especially in rural areas. When a number of manufacturers get together with a merchant for such a promotion, all benefit through increased traffic and the psychological stimulation of the urge to buy.

Promoting Sales by Telephone: A wide-open opportunity for improving promotions exists in helping dealers make better use of telephone selling.

In some communities, abuse, or clumsiness in use, of this type of selling has caused a bad consumer reaction. Some manufacturers, therefore, have now prepared suggestions for better telephone-promotion techniques.

By supplying telephone sales manuals for selling their products, which the dealer can turn over to his clerks to use, excellent results have been obtained. Stores depending upon counter trade must do the bulk of their business between 10 o'clock and noon, and between 3:00 and 6:00 in the afternoon. This leaves several hours of the day which can be given over to systematic telephone canvassing. Some stores secure as much as 60 per cent of their business by telephone. While this method has been used in grocery and hardware stores for a long while, it can be effectively used by many other stores. An Indiana dry goods dealer informs his customers by telephone of his specials, and while he does not sell direct, the call brings the customers to the store.

A Cincinnati shoe dealer keeps a record of the sizes required by his clients, both men and women. He calls them at intervals offering to send the shoes to the home for fitting; also telling them about special sales. A card index keeps him informed when 6 months have elapsed since their last purchase.

A heater manufacturer in Cincinnati uses the telephone extensively in promoting the sales of his clothes drier direct to the user. Girls sit at the telephones all day, calling the home owners who would be logical prospects. The prospects thus secured are followed up by a personal salesman.

In New York, a piano company has been successful in soliciting piano business by telephone. The young lady using the phone first informs herself as to the model in which the prospect may possibly be interested; then she makes her sales talk, urging the prospect to come to the store. The telephone solicitor, in telling of her work, states:

> My first sales maxim is never to deceive a prospect. I tell the woman—in most instances it is a woman to whom I talk—that I represent the Blank Piano Company. The only time I deviate from this rule is when a maid answers the phone, in which case I tell her my name, and add that I represent the Blank Company. By leaving off the word "piano" I find that in instances like this it does help. But where the woman herself answers I always tell her who I am and whom I represent. Then... I begin to tell her about one specific piano, stressing the fact that the woman should come into the salesroom as soon as possible to see it.

A Missouri merchant gives a cash bonus to the clerk taking the greatest number of telephone orders each month. This stimulates the clerks to become telephone salesmen, and causes some friendly rivalry that is productive of added business. These are just a few of the many ways a live-wire dealer or merchant can get people into his store.

But no matter what the promotion may be, the measure of its success will depend largely upon how attractively the merchandise is displayed within the store, and the manner in which it is advertised. There is still a big selling job to be done *after* the buyer is in the store.

Displays for Chain and Variety Stores: Distributors and merchants primarily interested in selling branded merchandise which they control, are naturally wasteful of display material featuring nationally advertised brands. Manufacturers hesitate to provide this type of distributor with display material. However, chain stores which do handle nationally advertised brands, do so because they want to cater to public demand. In that case they want their store associated in the public's mind with prestige-building products. Joseph Reiss of New York, who has had considerable experience in preparing and distributing store display materials to variety and chain stores, prepared the following suggestions (see also Chapter 34—"Promoting Sales Through Chain Stores"):

1. Decide whether your line is a staple, with small promotional possibilities, or a specialty with good promotional potentials. In general, assay the display merits of your line. Too many manufacturers want the whole variety chain turned over to them on a line that, at best, can account for perhaps .001 per cent of the chain's total volume. A line of packaged thumbtacks won't get the display cooperation of variety chains that will be given to a line like Clopav. The manufacturer's display program, therefore, must strike a sensible compromise between his very natural ambitions and the actual display potential of his line.

2. Be liberal with your display budget. Here is one advertising agency man who cheerfully suggests running one less national ad, if necessary, to furnish display funds. National advertising on a line sold through chain stores simply cannot make a worth-while return on the investment if the line is not adequately tied up in display in the stores themselves!

3. Don't saddle the display budget with charges that don't belong in it. For example, while it is absolutely true that the package is an integral part of chain store display, the cost of packaging definitely is not part of the display charges.

4. Remember that if your package has not been designed for variety store bin display and for variety store retailing technique, your display program simply cannot click. *All variety store display starts with the merchandise.* If your merchandise is packaged, bagged, wrapped, tied, labeled, tagged, carded—put clever brains to work to make the most of the display potentials of the merchandise, itself.

5. The variety store bin is the basic element in variety store operation. The fact with regard to these bins that effects your merchandise design, your packaging design, the design of your displays, is merely this: Variety store bins are the variable building blocks out of which counter display arrangements are constructed. Bins are merchandise troughs made up of ¼-inch glass in 4-, 6-, 8-, 10-, and 12-inch sizes. These sizes are general, although a bin can be made to any size, depending upon the merchandise to be featured. Since every foot, nay, every square inch of counter space has to pay off an average dollar return quota set by the home office, it is advisable that your merchandise, display card, or package occupy as little space as possible. On the other hand, since the majority of people shop in variety stores in a hurried manner, it is important that the package be strongly relieved from the counter background—by color, art, etc.

6. Bear in mind that in addition to displays which the chain builds itself out of its own equipment, you can furnish the chain with counter display equipment for your merchandise. This can consist of a simple cross-counter display rack for a line of hot iron transfer designs for the art needle-goods counter, made in varying sizes to fit the various widths of chain store counters; it may be a more elaborate step-up display fixture for nail polish or paper doilies; it may be a wall rack for a backwall, for greeting cards. In developing display racks for the counter, you must bear in mind the fact that most 5- and 10-cent store counters are fully 90 per cent "island" counters and fixtures placed thereon are visible from all sides. They must do a selling job from both sides of the counter. They should not be stepped-up so as to impede the free movement of the saleslady behind the counter. Whatever the display you want to develop, it should be checked, down to the last tier and tray, with the chains to which it will be furnished.

7. Of course, as variety stores get further and further into higher price lines and bulkier merchandise, the bin counter arrangement must be dropped in some departments. It has already been eliminated in some departments. Where the bin is not used, there is greater room for display flexibility. It is important, therefore, to know whether your line is being displayed or arranged on the counter in some manner other than through bins.

8. Remember, too, that a line may be displayed both in bins or counter boxes and in some other manner. This is particularly true of important lines. The variety chains are becoming increasingly flexible in their counter setups.

9. Other display opportunities at the counter revolve around the so-called overhead display. This may be merely several wood uprights with a connecting horizontal arch—or it may be an elaborate contraption. The variety chains favor overhead displays only for major lines or important novelties. Where merchandise lends itself to colorful display, one of the uprights can be made to carry a tack-on of the merchandise up the length of the upright. For example, sun glasses can be mounted to run right from the counter to the arch itself, which might be from 30 to 36 inches above the counter.

10. Then there is the wall display. The variety chains make excellent use of their walls. They use ledge trims, wall racks, etc. Manufacturers can tie up with these vantage points of display provided their merchandise is displayed nearby to the wall or ledge of the store. Since ledge trims, wall panels, etc., are special displays that have to be built to fit into the store scheme, it is important that they be approved in blueprint form before shipping them to stores.

11. The variety chains are also willing to use streamer displays—displays placed over the counter, perhaps 1 foot high and 24 feet long. Such signs must be

made out of wallboard or some other rigid material and supported by thin wires strung to hooks in the ceiling.

12. In addition to these interior display angles, there is also the special booth—which is a hugely important display factor. Naturally, it is given only to a line with important potentials. Lines that are demonstrator-sold are very often given special booth display. The supporting posts and canopy of the booth can be treated colorfully, creating a "specialty shoppe" atmosphere for the line.

13. Of course, there are also a number of miscellaneous display opportunities inside the store. Salesgirls may be furnished special badges or pennons. Corner posts may be decorated. Turntables may be supplied, provided they're foolproof.

14. While the chains have rules and regulations concerning display, these are more for basic guidance and frequently can be modified, with the chain's help, to accomplish a specific job at hand. I've had more than one manufacturer tell me that the chains just won't do thus and so with regard to interior display—and I've taken the manufacturer by the hand on a tour of certain variety stores and showed him displays of the very kind he was positive the chains would not use. The point is that rules and regulations can be flouted only with good reason; they can't be simply ignored.

15. I have been asked whether self-service will become important in the variety chains and thus affect display policies. My belief is that chains did considerable work with self-service during the war years, when personnel was their Number One Headache. I think those chains will have to be tackled separately from an interior display point of view. Those stores, in the chains which are completely or semi-self-service, will have to receive special display consideration and treatment. The self-service operation will have to be more heavily "signed" than the full service store.

16. I have also been asked whether radical new types of display will be necessitated by radical innovations in the future appearance of variety chain interiors. I think the answer is an emphatic "no."

17. Of course, it is always important to bear in mind, when working with the variety chains, that they have stores of different types—that is, Class A stores, Class B stores, etc. Display policies vary with the different types of units. The sensible manufacturer therefore has a separate display program for each type of store unit insofar as that is made necessary by the scope of his display program.

18. Of course, contact should be established and maintained with the chain's display department. Obviously, the chain's display department can't see a representative from every resource—time wouldn't permit. But where a line is of sufficient display importance, contact with the chain's display department should be sought, usually with the buyer's knowledge. In addition to personal contact, mail contact is also an obviously sensible procedure.

19. Where feasible, there should be a tie-up between the display material offered to variety chains and the manufacturer's national advertising. In fact, good judgment suggests the advisability of at least occasionally planning the national advertising with its variety store display potentials to the fore.

Chapter 18

DISTRIBUTING PROMOTIONAL MATERIALS

AN advertiser in the clothing field, who had been allowing his salesmen to order out sales promotional materials for their customers, began to wonder just how much of it was actually used, and how it was used. So he employed an independent research organization to make a spot check of customers in five cities. These investigators called upon the dealers to whom promotional materials had been shipped, determined what they had done with them, what they thought about them as sales helps, and just what kind of helps they would like to receive from the manufacturer next year.

The check brought out some interesting facts. While 70 per cent of the customers checked had used some of the materials the salesmen had ordered sent to them, only 15 per cent had used all that was shipped out. Most of them had used one piece only, a rather attractive counter cut-out. Others stated they had the material in their basement or warehouse and intended to use it one of these days. Others frankly admitted they didn't like it enough to use, so had thrown it out. Most of them said they were flooded with advertising display material, and only used the best. On the basis of this check about 60 per cent of what this advertiser was currently spending for sales promotional materials to help dealers, was wasted. It was doubtful if the 40 per cent that was used, produced enough additional sales or good will to justify the total expenditure. (See also Chapter 38—"Controlling Sales Promotion Expenditures.")

The experience is cited to underscore the importance of distributing materials intended to advertise a product at the point of sale. Since promotional material costs nearly twice what it did before the war, and competition for it is greater than ever, manufacturers are spending a little less for the materials and a little

more to get them into the hands of their customers to best advantage. Obviously, the practice of sending a customer all the materials he thinks he will use, or permitting salesmen to decide what and how much to send, leaves a great deal to be desired.

Salesmen as Sales Promotion Advisers: Where salesmen must be depended upon to get distribution for promotional materials, it is important that they be trained in store promotional methods. All salesmen do not have a promotional flair. Many, in fact, regard helping the dealer move the merchandise, after it has been sold to him, as a waste of time. They think it interferes with their Number One job which is to close orders. Yet it is the experience of nearly every progressive company, that there are few more effective ways of increasing sales than by helping a customer to sell the merchandise he buys from you.

Chrysler Airtemp, for example, coaches salesmen to help their customers plan and carry through monthly promotions. The salesman sits down with each dealer, goes over his resale problems, and together they work out a sales plan for the ensuing month. Sales objectives are blocked out, a budget is set up, and a list of sales promotional materials, available from the company, is made up. This includes direct-mail literature, window signs, interior signs, floor displays, visualizers, literature and films for use in training the dealer's salespeople, letterheads, and other supplies. At the same time, the salesman advises the customer on the allocation of his total advertising budget, how much to spend in the newspapers, for outdoor bulletins, radio, direct mail, etc. This is all blueprinted on a special form which the salesman carries, so that a record can be made not only of how much was budgeted, but how much was actually spent and what results were accomplished.

Merchandising Surveys: Some of the larger companies, notably Westinghouse Electric Corporation, employ sales promotional men attached to district or division offices, to canvass the dealers in their territories and "blueprint" the stores. While the primary purpose of the survey is to uncover manpower shortages and other merchandising weaknesses in a merchant's operation, a check is made of the identifying signs which the dealer uses to publicize his Westinghouse franchise, his demonstration equipment, what sales promotional materials he can profitably use, and the nature and extent of his local advertising. Inquiry is also made as to what annual promotions, such as a cooking school, the dealer undertakes, the date and the manner of conducting them

DEALER MERCHANDISE SURVEY

NEW X
RENEWAL
DATE

Town Anytown County Dane State Illinois Population 65,000
Firm Name Doe Appliance Shop | PTC ☒ Wired Homes 15,000
Street Address 114 . Main Street | STC ☐ Quota 200
Manager John Doe | RT ☐ Excl. W ☒ Yes
Type of Business Specialty Appliances | Class DS ☐ M ☒ Sp. ☐ L. ☐
Territory Description: Dane County

MAN-POWER: Dealer Employs: Sales Supervisor Fred Hamilton
Salesmen: H. H. 4 Inside Outside Part Time None Commercial 0
Recommended 6
Remarks Need more manpower to do quota job.

IDENTIFICATION:
Outdoor Signs ☒ Indoor Signs ☒ Painted Billboards ☐
Trucks Painted ☒ Painted Window Signs ☒ Decalcomanias ☒

MERCHANDISING JOB: Specialties Sold: Refrig. ☐ Electric Range ☐ Gas Range ☐ Washer ☐
Ironer ☐ Vac. Cleaner ☐ Radio ☐ Stoker ☐ Oil Burner ☐ Water Heater ☐
Display: Models ED-50, 60, 70; EDX-78
Location Front of store. Using Buffet Top ☒
Model Operating ☒ Ice Frozen ☒ Artificial Food ☒ Display in Window ☒ W. D. S. Year ☒ Month ☐
Remarks Store needs rearrangement. No chairs for prospect to sit down.

DEMONSTRATION HELPS: Dr Dem. Kit ☒ Sp. Disc Demo. ☒ Consumer Films ☐
Cutaway Cabinet ☐ Cutaway Unit ☒ Cabinet Section ☒ Froster ☐ Hell's Kitchen ☐

SALES PROMOTION: Selling Book ☒ Spec. Sheets ☒ Line Folders ☒ Cold Cooking ☒
Current Literature ☒ Food Budg. Pl. ☒ Family Album ☐ User's Plan ☒

SALES EDUCATIONAL: Q. Cl. F. Educ. ☒ Q Cl. Weekly ☒ Specialist ☒
Handbook ☒ Cycle Chart ☒ Scrapbook ☒

SALES STIMULATION: Prospect File ☒ Quota Buster Club ☒ Cold Selling Talk ☒
(Needs more organized prospect file follow-up)

ADVERTISING:
1. Direct by Mail ☒ :
2. Newspaper News-Dispatch - Evening Times

Nat'l. Rate .75 - Times .60 | Local rate .60 - Times .50
Movie Trailers Yes, Palace Theatre | Rate $2.40 per 1000
Radio Spot announcement, tri-weekly | Rate 60.00 per week
Outdoor Adv. Yes | Type Showing
Shows and Exhibit ☒ : Home Show, F.H.A. | Cooking Schools ☒ : Newspaper school

COMMERCIAL: Franchise ☐ Eng. Data Book ☐ Installation Manual ☐ Survey Sh. ☐ Literature ☐
(None)

SERVICE:
Mgr. A. J. Johnson Men None Trained for Com'l. ☐ None

SUPERVISOR M. A. Miller **DISTRIBUTOR** Hawkeye Appliance Co.

Efficient distribution of promotional materials depends a great deal on the dealer information on file in the sales promotion department. This form is used by Westinghouse to evaluate dealer's need for promotional help. Some dealers have a very hazy idea as to the number of pieces of direct mail they will use, or the number and size of displays they need. They ask for twice as much material as they will actually put to work.

This information, when carded and made available in the district office, gives the territorial promotion manager a good picture of the kind of store the dealer operates, what promotional materials he can profitably and effectively use, and when he needs merchandising help.

Surveys of this type, even though much more limited in the nature of information obtained, help tremendously to get advertising and other promotional materials efficiently distributed. Without some check a dealer might requisition, without too much thought, materials he cannot use. But he does not realize this until after the materials land in his receiving room. Dealers do not have too much imagination when considering promotional materials offered by a manufacturer; and even when they pay something for them, they order more than they need; or, worse than that, they order what they cannot use. This is especially true in the case of sales literature to be mailed out to customer lists. If they maintain a list of their own, it is usually cluttered up with dead names. A waste of as high as 30 per cent of such literature is not unusual. If they have an arrangement with the local newspaper, utility company, or some addressing concern to use their lists of local residents, there is often a costly duplication in the names. A survey card on each dealer, with a count of the number of wired homes in the trading area in the case of Westinghouse, gives some check on the actual requirements of a dealer or customer.

Subsidiary Dealer Service Companies: To facilitate the distribution of sales promotional material used by dealers and distributors some national advertisers set up separate companies for this purpose. These companies function in relation to the dealers much as an advertising agency functions in relation to the advertiser. The subsidiary company creates, produces, and distributes all advertising and promotional materials, usually on a share-the-cost basis, which permits a close control of expenditures as well as better service to the customer.

Some of these affiliates render a complete advertising and merchandising service on a monthly fee basis. Others are financed by a direct appropriation from the parent company, but charge some part of the cost of the materials and the service to the dealer. A pioneer in this type of activity was the United States Tire Company, which successfully operated the U. S. Tire Mutual Corporation with headquarters in New York City, and strategically located offices from which contact was maintained with customers. One of the advantages of the plan is that it

placed merchandising cooperation on a self-supporting basis. Any sales promotional contract made with the dealer by the advertising company had nothing to do with the franchise arrangement between the parent company and the dealer.

One interesting angle on the operations of the United States Tire Mutual Corporation was that it enabled the merchandising subsidiary to concern itself with a wide range of dealers' problems, such as batteries and accessories, other than tires. In order to really help a dealer to become more successful, it is usually necessary to do an over-all counseling job. Dealers prefer to pay for a service which is not just concerned with promoting the sale of one brand of tires and the accessories made by one manufacturer.

While the operating methods of mutual advertising companies vary according to the industry, best results are obtained when the promotions are packaged—that is to say, when there are three or four "campaigns" during the year each complete with window displays, direct-mail literature, streamers, store cards, newspaper electros, etc. These packaged promotions are shipped to subscribers about 60 days prior to the scheduled start of the drive. The packaged promotions get almost twice the acceptance from dealers as the piecemeal promotions which so many advertisers offer their customers.

Some of the wholesale houses have used the independently operated merchandising service company to effectively help dealers to meet chain store and mass distributor competition. In addition to a year-around advertising service, sold on a subscription basis to customers, these merchant service organizations offer accounting service, stock control service, window and store display service, etc. Sometimes the service is restricted to merchants who are customers of the wholesale house; a few offer the service to any company who pays for it. In any case, however, the purpose is to supply a rounded merchandising service to customers who concentrate their purchases with the company sponsoring the operation.

In this type of operation the dealer's service contact man not only makes a periodical check of what the store needs in the way of merchandising helps, but assists the store owner to make the best possible use of the material. Since the merchant is paying for the service, he is more inclined to make full use of the suggestions passed along to him by the field man.

Another way of distributing sales promotional material, especially store displays, is through the companies which regu-

larly contact noncompetitive dealers in a locality. They put up advertisers' signs, and store displays. They have an arrangement with the cooperating merchants, and compensate them for store and wall space. The distributor is compensated directly by the advertiser, on the basis of so much a dealer. The work usually is done on a most professional basis.

Some of these services operate advertising card racks in good store locations. The clients' regular streetcar cards are placed in these racks on a fee basis, and changed monthly. Others specialize in window displays. They lease the windows from merchants, and in turn "rent" them to clients. Another type of service puts up store displays for national advertisers. A wagon serviceman, working for a number of different advertisers, carries store fixtures and displays in his truck, takes them into the store, gets the merchant's permission to put the display up and actually does it. This type of distributing service is on an hourly charge basis, the display or fixture itself being furnished by the advertiser. Then, of course, there are in nearly every community, individuals who have "spots" under contract where they post advertising signs and wall bulletins.

NO. ◀ SALES AND ADVERTISING PROGRAM ▶ OBJECTIVE GROSS VOL. $

CHECK LIST OF MATERIALS TO BE USED

ADV. BUDGET BY ACTIVITY
Direct Mail and Literature
Newspaper Ads
Newspaper Publicity
Radio
Billboards
Window Display
Store Display
Sales Training
Vocational Plans
Meetings
Telephone Canvass
Planned Total

SALES TRAINING SUBJECT | MEETING DATE | WHO ATTENDS

DIVIDE THE JOB
DESCRIPTION | ASSIGNED TO

BREAKDOWN BY MATERIALS TO BE USED

DIRECT MAIL AND LITERATURE | HOW TO BE USED | LIST | MAILING DATE
Total Heating $ Remarks
Total Air Conditioning $ Remarks
Total Refrigeration $ Remarks

NEWSPAPER | RADIO | BILLBOARD
Total Heating $
Total Air Conditioning $
Total Refrigeration $

WINDOW DISPLAY | FLOOR DISPLAY | SPECIAL ACTIVITY
Total Heating $
Total Air Conditioning $
Total Refrigeration $

LIST OF CHRYSLER AIRTEMP STANDARD PROM...
WINDOW SIGNS
INTERIOR SIGNS
EXTERIOR SIGNS
FLOOR DISPLAY HTG
FLOOR DISPLAY AIR COND
FLOOR DISPLAY REFRIG
VISUALIZERS
SALES TRAINING
LETTERHEADS & BULLETINS
TELEPHONE CANVASS

A handy sheet used by Airtemp to correlate sales promotional material requirements and determine monthly allocation of promotional expense against budget.

DISTRIBUTING THROUGH SALESMEN

Next to maintaining an advertising distribution service, such as the packers operate, salesmen traveling in their own cars are in the best position to make sure that promotional materials and displays are used to best advantage. Salesmen are furnished a supply of timely promotional material to show to customers, and ask permission to display it in their places of business. An alternate plan is to furnish each salesman with an advertising portfolio. It describes the materials available. The salesman goes over the portfolio with the customer, who orders such helps as he fancies. The salesman writes up the requisition and turns it in with his day's orders, and usually gets credit for doing so. Some companies give salesmen who get their customers to use dealer helps a certain number of credits for each requisition sent in. These credits or points are good for prizes of the salesman's own selection from a syndicated prize catalog.

The Advertising Portfolio: One of the problems in getting salesmen to "sell" sales promotional materials (even if no charge is made for them) is the difficulty of getting businessmen to take time to decide what materials to order. If he knows the salesman he is very likely to say: "Look, John, I'm too busy right now to talk advertising, you send me what you think I need, and I'll use it as you suggest." Obviously, the reason he "hasn't time" is because the presentation made by the salesman didn't seem important. It just didn't have any cash register jingle.

To be effective, an advertising or trade promotional presentation, however it is made, must be exciting. It must start the customer thinking, not about a lot of assorted promotional materials, but about a "packaged" plan for increasing sales. Any alert businessman will *make time* to consider a plan for increasing sales. So the presentation book, or portfolio, must not only look important, but it must stress what the promotion will do, rather than what it is. Yet care must be used not to make the portfolio so big and bulky that the salesman will leave it behind in his car when he goes into the customer's store or office. There is such a thing as making presentation books too big to be practical.

There should be a pocket in the portfolio, preferably in the back cover, where actual samples of some of the pieces can be carried. The larger pieces should be colorfully illustrated. There should be a chart, making it easy for the salesman to go over the plan, point by point, with a customer. An order blank, with specifications for each piece, is provided for the salesman to use in

making up the "order." This blank should state prices, if the customer is to pay some of the cost, and specifications given for each piece. A copy of the order blank is left with the customer, together with a brief outline of the over-all plan.

The Jobber's Salesmen: When a product is distributed through wholesalers it is more difficult for a manufacturer to get his trade promotional materials used to advantage. Some companies employ window trimmers to travel from store to store and, where a merchant handles the product, arrange for a store or window display. But that is costly. The next best way is to pack a circular in every dealer carton, playing up the helps available and offering to send them upon request, or at a stated price, if the dealer returns the coupon attached to the circular. An addressed envelope for that purpose is attached to the circular. Not many will take that much interest, but some will. Gradually, a mailing list of promotion-minded dealers handling the product will be built up, which may be worked from time to time with announcements of new pieces. Some national advertisers endeavor to get the wholesaler to supply lists for the purpose of sending dealer helps, but usually they just won't take the time. Neither will their salesmen.

One hardware manufacturer built a rather complete list of dealers handling his product, together with the name of the jobber from whom they purchased this particular product. He first got a list of the jobber's salesmen in return for mailing them a monthly expense account book; and then in turn offered each salesman an automobile key container, which held a driver's license, in return for the names of 10 hardware merchants in the salesman's territory who carried the line and who, in the salesman's opinion, would be most likely to make the best use of advertising helps from a manufacturer. Any plan of this sort, however, should be carried out with the knowledge and approval of the wholesaler. Some wholesalers don't like to have manufacturers writing to their salesmen. Others, appreciating such a program will help them as well as the dealer, are glad to cooperate so long as they don't have to do any work.

It is not unusual in the more highly specialized fields for manufacturers of nationally advertised products to take space in the trade papers to advertise new dealer helps. The advertisement illustrates the display piece, or the plan, and suggests writing for it. The coupon requests the name of the wholesale house from whom the retailer buys the advertised product. While in-

quiries obtained in this way are costly, there is a certain prestige value to such trade advertising. At least, the retailers who see the advertisement know the manufacturer is on his toes, and getting out advertising helps for retailers. Even though the retailer may not sit down and fill out the coupon, he may remember the advertisement the next time the manufacturer's salesman calls.

"Pull 'Em In" Contest: The success any firm has in getting salesmen, either their own or their wholesaler's men, to get dealer promotional materials distributed and used, depends upon the appreciation which the salesman has of their value to him, as well as their value to the company and to his customer. That is why so much attention is paid in sales conventions, and meetings of jobber's salesmen, to the company's advertising, and especially its sales promotional program. That is why most companies spending any large sum on dealer helps, constantly hammer away at their importance as a sort of "work while you sleep" proposition. Not many salesmen have as much appreciation as they should have, of the power of good advertising. Like so many things that are done to help them, they take advertising pretty much for granted. They admit it pays to advertise, but they seldom stop to think how it pays them to go out of their way to get their customers to advertise. They overlook the very important fact that anything that increases a customer's sales of the products he buys from them, helps them.

As a part of an educational program designed to make General Electric lamp salesmen display-conscious, the lamp division at one time conducted a contest to get salesmen to "sell" more GE lamp sales agents on putting in window and store displays featuring the carton of lamps GE was then pushing. The symbol of the contest was a shepherd's crook. Prizes were awarded to those salesmen who "pulled in" the most lamp displays. Different points were awarded for different kinds of displays. Thus a salesman got so many points for a window display, so many for a counter display, and so many for both. Interest in the contest was maintained by weekly mailings. In these mailings the shepherd's crook theme was worked hard, standings of top salesmen in various offices shown, and names of the salesmen doing the best job of cooperating with the sales promotional department were publicized. One of the reasons for the success of this particular activity was the emphasis placed on the ways to get more dealers to put in displays. Another contributing cause to the way the contest went over was telling the salesmen every week what

they could say to agents to get them to put in a GE lamp display.

Paying Salesmen for Selling Dealer Helps: A common argument against charging customers for advertising helps is that it limits the distribution of the material. The reasoning is that since it costs but little more to produce twice as many displays or signs, it is good business to get twice as many used. And the best way to get twice as many used is to give them to any dealer who will promise to use them.

In actual practice it does not always work out that way. It is next to impossible to get customers to ask for free dealer materials. They have to see the actual material before they will agree to use it, and they are hesitant to buy from pictures. An alternate plan, therefore, is to provide salesmen with samples of the actual material to be supplied, make a small charge for it, and then pay salesmen the same commission on orders they take for advertising materials as they are paid on the sale of the product itself. In the case of salaried salesmen, bonus points are awarded. Under such a plan salesmen will really go down the line for a promotional campaign, because it pays them *double*—(1) the commission or bonus points *and* (2) the extra business which the use of the advertising materials by the merchant should create for them.

Sales and Demonstration Rooms: Salesmen who are called upon to make office demonstrations of equipment or products depend a great deal on supporting sales literature. Office appliance manufacturers such as Addressograph-Multigraph Corporation distribute a considerable amount of this type of sales promotional material *at the point of demonstration*. It is unquestionably the most effective way of placing such literature in the hands of prospective buyers. Yet there are relatively few salesrooms, or demonstration rooms, which provide for the proper storing of sales helps. It is not uncommon to go into a demonstration room or a sample room and find the sales literature dumped into a drawer or cabinet, helter-skelter. It is a 10-minute job to find some particular piece. While the salesman is looking, the customer's mind wanders off into other channels. After a few such experiences salesmen skip using sales literature at all. They are fearful that if they mull through the pile over in the cabinet, they might lose the sale.

Similarly, in places where salesmen report for work in the morning, provision is seldom made to organize and arrange promotional material they need in making their calls. It is scattered

about through desk drawers and cabinets, piled on radiators, or dumped in some out-of-the way place where it is soon out of mind. The average salesman just won't take the time to try to find the piece he needs. He will get along without it. As a result, salesmen are deprived of valuable tools they could use to get orders. Time soon renders most of the unused material obsolete, and hundreds of dollars' worth of dirty, dusty, outdated literature accumulates. It finally ends up in the baling machine.

Another mistake in arranging salesrooms is to place assorted booklets, folders, and catalogs on a big table in neat little piles. The theory is that by putting them out where they will be seen, they will be used. This may be good practice so far as distributing the literature is concerned, but it is bad sales strategy. It excites the curiosity of the prospective buyer and, at the first glance, he is certain to stroll over to the table and leaf through pieces that intrigue him. It makes the salesman's job of keeping the prospect on the beam just that much more difficult.

It is good practice, and good economy, to equip a salesroom with a closed cabinet having shelves as in a bookcase. The shelves should be 11 inches deep. The various pieces of sales literature required by the salesmen, either in making demonstrations or in outside calling, are neatly stacked on these shelves and the doors kept closed. It should be the job of someone in the office to check the literature cabinet every Monday and replenish any material that is low, put in new literature, throw away obsolete materials, and make sure the right pieces are in the right piles.

Distributing Heavy Materials: There are certain materials and certain promotion programs which simply cannot be carried around to the buyer. For instance, a company which is trying to get a merchandiser or a standard display case installed in retail outlets can hardly expect to show an actual sample; in the same way, the salesman for a company making heavy machinery cannot lug a three-ton air-conditioning unit into prospects' offices.

One way around this problem is by the use of scale models. These are particularly helpful in such promotions as an attempt to get uniform buildings and arrangements for retail outlets. Either paper templates or actual toy-size models of needed equipment are carried by the salesman in a small case which also includes a piece of paper or wood scaled in the same pro portion for use in trying out various possible arrangements.

Another method is to equip the salesman with a paper tem-

plate which occupies the same amount of floor space as the unit he is trying to sell. Salesmen for the Seven-Up Co. are equipped with such aids for opening new accounts. The template is on blueprint paper the size of a Seven-Up case. The salesman simply finds a blank place on the floor and drops the blueprint. When the curious dealer investigates he reads this copy:

> Dealer's profit floor plan:
>
> This space devoted to Seven-Up case display will return 20 to 33⅓ per cent profit.
>
> Same space devoted to other items will return following profits:
>
> Butter, coffee, and sugar—9 per cent or less.
> Canned milk, soap flakes—10 to 15 per cent.
> Baby foods, flour mixes, cocoa—16 to 20 per cent.
>
> Seven-Up turnover 52 to 104 times per year.
>
> Average grocery item—12 turnovers.

A similar plan was used very successfully by the Coca-Cola Company in getting dealers to install soft-drink coolers.

Still a third way is by use of color slides. Salesmen for O'Cedar Corporation, in a campaign to get self-service merchandisers into stores, were given a small viewer and color slides of actual installations of the display in hardware, paint, grocery, and supermarket locations. The salesman could insert the appropriate slide before calling on any one of these types of accounts.

DISTRIBUTING BY MAIL

Getting requests for attractive promotional materials from dealers by mail is easy enough, but to get advertising helps into the hands of customers who will make good use of them is another matter. The usual practice is to prepare a rather elaborate prospectus showing the various pieces which have been prepared, together with suggestions for using them, and mailing it to select lists. The prospectus is sent only to dealers who have purchased a certain amount of merchandise during the preceding year, or who are on a special "blue" list. This eliminates some waste. At least it shuts out the fringe dealers who will ask for anything they can get for nothing. But this method, while better than most, leaves two important things undone:

1. There are certain newcomers to the field, who may not be large buyers at the moment, but who have good stores, are live-wires, and will usually use store displays, signs, and special promotional material to good advantage. These are good bets for the future, and it is important that a manufacturer of branded

goods make some effort to contact these customers and get them to tie-in with his national advertising. If it is not possible to use salesmen for this purpose, then the job should be done with personalized letters. It is too important to trust to a general mailing. Dealers are constantly dying, retiring, or just naturally "dying on the vine." As they do, new advertising-minded dealers must be found to replace them. Too many companies just keep on mailing the same dealers year after year, with little or no thought to this problem of new blood.

2. As a rule no provision is made, in distributing by mail, to make sure that the material is used. This involves two things: A letter "selling" the merchant on the sales value of the material. This letter or presentation should explain that the material is expensive and ask the customer's cooperation in making the expenditure mutually profitable. Secondly, after sufficient time has elapsed to permit the merchant to put the material to use, he should receive another letter asking him how he likes it, and quoting others who liked it well enough to say so voluntarily. This is in the nature of a reminder. The aim is to get the dealer to express himself as to the value of the help so far as he is concerned. Such comments often come in handy where it is necessary to sell a board of directors, or a skeptical top management, on the importance of sales promotional helps for the dealer.

Mail Questionnaires: Some companies follow the plan of making an annual check-up, usually just before a new sales promotional campaign is ready to be distributed, to ascertain to what extent dealers used material furnished them by the manufacturer. One method of doing this is to use a brief friendly letter, and then list on the back of the letter a few questions about the use of the material. The following letter, designed to secure information regarding the use of a rather expensive catalog, was successfully used a few years ago by the Johns-Manville Corporation. It was sent to architects:

Dear Mr. Doe:

I wonder if you will help me out of a little difficulty?

About a year ago I persuaded our company that one of the things architects most needed was a catalog that would give them the whole story about all J-M building materials and their part in building and remodeling homes.

The attached catalog resulted--the first of its kind.

But now our stock is getting low, and when I mentioned it to our president he said (as presidents will) that he would have no objection to another edition provided I furnished satisfactory evidence that the catalog had done the job for which it was designed

Naturally I must come to you for help, and I am therefore taking the liberty of asking you and a few other top-flight architects whose opinions we value, to be the jury.

To make it easy I have written a few simple questions on the back of this letter. I will regard it as a personal favor if you will check the answers, add any comments that you wish to make, and then slip this letter into the enclosed stamped envelope.

Needless to say, this won't obligate you in any way, and I now leave it to you, the jury, to say whether this catalog shall be discontinued or reprinted with improvements based on your experience and advice.

In any event, rest assured we appreciate your cooperation very much. Thank you!

This letter breaks a good many of the rules, especially the one which says a good sales letter must talk about the buyer and his interests and not expect a buyer to act because the seller wants him to act. It is pretty much a "we" sort of letter. But it did the job, possibly because, as one commentator suggested, it: (1) Appealed to the customer's sense of importance by asking his advice; (2) made the need for help urgent; (3) expressed appreciation; (4) made it easy for the customer to reply.

Western Union Advertising and Distribution Services: By prior arrangement, sales promotional materials may be shipped to Western Union Telegraph Company offices throughout the United States for delivery from those offices to any customers or prospects you specify. Messengers can be used to deliver, for example, new product samples, displays, point-of-purchase material, and even magazines containing your advertisements. Special attention can be assured by accompanying your material with a telegram. Western Union also has an inventory and inspection service, which may be used to find out the extent to which your display material is being used or to determine the amount of counter shelf or floor space allotted to your products. Charges for these services vary according to the requirements. In order to quote prices, Western Union requires the following information:

1. Description of material, including size, weight, type of packaging and contents.
2. The number of units for delivery.
3. Exact nature of service to be rendered.
4. Territory to be covered, including, if possible, a list of the cities involved.
5. Number of days allowed for delivery after receipt at Western Union offices.

Requiring Dealers to Pay Express Charges: As a compromise between giving customers what sales promotion materials they think they will use free, and requiring them to pay all or part of the cost, some sales executives have adopted the plan of sending the material without charge, but require the dealer to pay the expressage. One sales manager reports: "This policy permits us to send out small lots of advertising and sales helps at frequent intervals, rather than a big batch at one time. Obviously, a customer will not order more than he needs, when he knows the materials will be sent express collect.

"Out of some 800 dealers to whom we sent literature on an express-collect basis, only one to date has expressed disapproval. By explaining that this plan makes it possible for us to give better helps, through the reduction of nonused materials, our customers usually agree with the policy."

Postal Laws and Regulations: Although about the last thing done with a piece of printing is to mail it, the manner of its mailing isn't something safely left until the last minute to decide. At several points along the trail of its production, the question of how it will be mailed has had to be anticipated.

For one thing, whether the mailing was to go out first-class or third-class probably had something to do with the number and kind of enclosures used, because you mail two ounces under minimum third-class rates but only one ounce under minimum first-class rates. The matter of weight may also have come up in selecting the paper stock, and the class of mail to be used was certainly a deciding factor in buying the style of envelope you did.

It goes almost without saying that no one intending to do mail promotion should be without the U S Government *Postal Manual*, which gives the details of the what, how, and how much of the various types of postage; since these are subject to frequent revision, it is also well to enter a subscription to the *Supplements*, which keep the information up to date.

Further details on this subject should be obtained from one's local postmaster

U. S. POST OFFICE PUBLICATIONS FOR MAILING DEPARTMENTS

	Catalog No	Price
Domestic Postage Rates and Fees	POD 3	Free
	POD 59	
Mailing Permits	POD 13	Free
How to Prepare Second and Third Class Mailings	POD 21	Free

How to Address Mail	POD 28	Free
How to Pack and Wrap Parcels for Mailing	POD 2	Free
International Mail	POD 51	Free
Combination Mailings (Letters-and-Package)	POD 14	Free
Directory of Post Offices (Includes numerical list of ZIP Codes)	P 1.10/4.964	$2.75
Domestic Airmail Transportation System (Multicolored Map 57 x 36 inches)	P 1.39Ai7	.50
Postal Laws	P 1.11/3.961	2.00
County List of Post Offices (Listed alphabetically by counties)	P 1.10/6 964	.60
Postal Manual (Chapters 1 and 2) (Services, Rates and Fees)	P 1.12/3	4.00
Postal Manual (Chapters 3 and 7) (Procedures and Personnel)	P 1.12/4	5 00
Postal Bulletin (Weekly advance information)	P 1.3	2.25/year
Directory of International Mail (Services and Rates to other countries)	P 1.10.5	5.00

GENERAL

The Law vs. Lotteries	P 1-15	Free
How the Postal Inspection Service Protects You Against Mail Fraud	P 1-19	Free

"HEY CULLIGAN MAN" (our trademark) COLORING BOOK

One way to reach people is through their children. This water softener manufacturer used a coloring book to tell his story. The company suggested to its dealers that they organize coloring contests, and to distribute the books at state and county fairs.

Chapter 19

CONSUMER ADVERTISING

IN A TYPICAL year, of the money spent in the United States for advertising, about 33 per cent went for newspaper advertising; 14 per cent for direct mail; 11 per cent for television advertising; 8 per cent for consumer magazine advertising; 6 per cent for radio broadcasts; 5 per cent for business paper (trade and technical) advertising; 2 per cent for outdoor advertising; 1 per cent for farm paper advertising; and the balance for miscellaneous advertising. Most of this was used to reach the consumers.

In a sales promotional sense mass advertising creates public acceptance for a product or a service.

It is, of course, possible to successfully promote a business without consumer advertising. In fact there are a number of companies which have succeeded without national advertising. They have depended upon word-of-mouth advertising to do the job. But it takes too long for the average business to attain leadership that way, so businessmen employ, along with other sales promotional devices, general advertising to bring the merit of a product or a service to the favorable attention of the public. And having won public acceptance for the product, they continue advertising to keep the product before the public. National advertising, once leadership has been attained, protects the advertiser from the raids of competitors and is an inexpensive form of market insurance.

To function with utmost effectiveness consumer advertising should be subordinated to the total sales promotional objectives of the business, and used for a definite and well-defined purpose. That is why in the last 25 years there has been a steady trend toward making the sales executive responsible for advertising, both to the consumer and to the trade. The old idea that advertising was paid publicity, and a thing apart from selling,

has long since been repudiated by the most successful companies. It is now regarded as a sales promotional tool.

The future plans of large national advertisers call for a further coordination of sales and advertising under the direction of an executive who functions as the director of distribution. He will determine the advertising appropriation, have the deciding vote in the selection of advertising mediums, and approve or disapprove advertising plans and copy prepared by either the advertising agency or the advertising department.

The administration of the advertising program is usually in the hands of an advertising manager, who may or may not be responsible for the production of sales promotional materials required in the over-all sales plan. He works closely with the advertising agency. Usually he is selected because of his knowledge of markets, advertising techniques and, above all, the motives which make people buy. He should be able to judge, if not to actually write, good advertising copy. In addition he should know where to buy to advantage the art work, printing, displays, and other materials needed in carrying through a modern advertising and sales promotional program.

In smaller organizations, where it may not be feasible to have an executive devote his full time to sales planning, that responsibility is usually assumed by one of the officers of the company—either the chief executive himself or a vice president. His title is not important, but his function of coordinating advertising with sales is most important. It is his job to determine first the markets which are to be covered in a sales promotion program, and then in cooperation with the advertising manager decide upon the best methods of covering them. The advertising manager and the advertising agency then arrange for the media and the copy best suited to carry out the program as planned. Such a procedure assures full cooperation between sales and advertising with correspondingly greater results.

The Advertising Appropriation: Branded products sold to the consumer through established channels of trade are usually supported by an advertising appropriation based on the total sales for the previous year. The figure ranges from 1 per cent to 25 per cent, and are lowest in the case of established products in less competitive fields and highest in the case of new products being introduced in highly competitive fields, such as a patent medicine. Among the factors which should be considered in setting budgets for national advertising are: The margin of profit avail-

able for advertising; the company's changed competitive position; the attitude of consumers and the trade toward the company's advertised brands; whether the dominant theme of the advertising is simple or complex; the sales increase it is desired to attain, and how quickly it must be accomplished. Still another factor is taxes. Under a tax program which takes a large portion of a company's earnings, it is sometimes desirable to consider the total budget in the light of its effect on the company's net profit position. Some companies make a fourth quarter adjustment.

A Dartnell survey of appropriations for consumer and supporting advertising, based on a percentage of sales for a normal year in 28 lines of business, showed the following expenditures:

Line of Business	Percentage
Automobile Accessories	4.625%
Automobiles and Motor Trucks	2.41%
Building Materials and Supplies	3.54%
Cereal Feed and Flour Milling	1.79%
Cigar Manufacturing	5.76%
Clothing, Men's and Boys'	2.46%
Clothing, Women's	3.53%
Confectionery	3.24%
Electrical Household Appliances	5.87%
Farm Implements and Equipment	3.67%
Foods and Beverages	7.35%
Furniture and Furnishings	4.01%
Household Specialties	5.57%
Insurance (All Kinds)	1.03%
Machinery and Supplies	3.67%
Musical Instruments	5 49%
Office Appliances	4 23%
Oil and Petroleum (Specialties)	6.56%
Paint and Varnish	2.97%
Pens and Pencils	8.75%
Proprietary Medicines	25.36%
Publishers, Books and Magazines	10.82%
Radio Apparatus	9.50%
Refrigerator Manufacturing	5.56%
Rubber Specialties	2.03%
Seeds and Nursery Stock	11.81%
Shoes and Boots	2.23%
Sporting Goods	7.75%
Stoves and Furnaces	5.47%
Toilet Requisites	8.53%

The foregoing percentages are an average of percentages reported by five leading national advertisers in each classification.

AD MAT NO. 8352-40
EACH 60¢

Invite us to your home for a soft water coffee demonstration

(and we'll bring all the makin's!)

Let us actually demonstrate the wonderful flavor and aroma of coffee brewed with clear, filtered soft water. We'll bring a miniature water softener which we connect to your kitchen faucet, a Corning Ware 9-cup coffee maker, and a pound of delicious Chase & Sanborn coffee.

FREE GIFT!

CORNING WARE® Electro-Matic 9-cup coffee maker

$27.95 value

with purchase of a Culligan fully-automatic water softener

AD MAT NO. 8354-70
EACH 60¢

Start now to enjoy all the benefits of sparkling soft water all through your home. For cooking, dishes, laundry, bathing. You get the famous Culligan Guarantee, and we can make immediate delivery.

CALL AND SAY-

YOUR PHONE

OR SEND THIS COUPON

YOUR COMPANY NAME
YOUR STREET ADDRESS
YOUR CITY and STATE

Hey Culligan Man!
We'd like to try your soft water coffee demonstration, at no cost or obligation. If we decide to purchase a Culligan fully-automatic water softener by (date), we will get a Corning Ware Electro-Matic 9-cup coffee maker as a free gift

NAME ____________

ADDRESS ____________

PHONE ________ CITY ________

AD MAT NO. 8347-10
EACH 40¢

A number of strong promotional elements are combined in this newspaper ad mat. First, note the joint sponsorship by Chase and Sanborn, Corning, and Culligan. Next, the free-gift offer. Finally, the coupon.

They do not represent the percentage spent for national and supporting advertising by the industry as a whole. However, they indicate, if somewhat generally, the practice of these groups. If nonadvertisers were included the percentages would, of course, be greatly reduced.

Some national advertisers have discontinued the practice of annual appropriations for advertising, and are using quarterly appropriations instead. While this plan has many desirable features, it complicates the purchase of advertising space and works a hardship on those who must make plans which often require several months to get under way. One method of setting advertising budgets is to base them on the sales expectancy for the coming year, and then make quarterly adjustments to cover sales fluctuations. This method, however, calls for a dependable system of estimating future demand and the willingness of top management to back those estimates with money.

Checking the Appropriation: As an aid to sales executives who have not had a great deal of experience in laying out advertising programs, and in determining the amount required to carry these programs through, we give five questions which may help them to avoid inadequate and unwise advertising budgeting:

1. *What do you mean when you speak of advertising?*

Does it cover only advertising in magazines and newspapers, direct-mail, billboards, streetcar advertising, and the other commonly accepted avenues for publicity?

Does it include exhibitions at conventions, business shows, fairs, etc.?

Does it include all the printed matter used by the concern?

Does it include entertainment?

There are certain things which are properly chargeable to advertising and certain other things which are not. How broad the term will be is usually determined by how well the business is departmentalized. The large corporation has, in addition to an advertising department, a sales department, a sales promotion department and various other divisions that take care of matters which, in the small business, are perhaps best included under the advertising department.

To simplify matters, suppose the advertising department has charge of all publicity and sales helps for use by salesmen and dealers.

2. *What should advertising, as defined, be expected to do?*

A list of some of the principal conditions to be faced by the business during the period under consideration should be named. For example:

Probable increase and decrease in selling resistance experienced by salesmen and by dealers.

The introduction of new products to the line which must be advertised.

Stimulus that needs to be given to the sale of certain products.

The necessity for offsetting the influence of increased advertising on the part of competitors.

After thought has been given to the listing of these conditions which will probably have to be met, the next thing is to formulate certain definite tasks for the advertising to accomplish. It is best to keep these tasks modest in scope, rather than to expect advertising to work revolutionary changes within a year.

3. *How can advertising best do the tasks set, and meet the conditions likely to be confronted?*

Will magazine advertising do it or should newspapers be used?

How about direct mail?

Should billboards be given a trial?

Many firms have used streetcar cards with great success.

Should all these mediums be used, or only one, or two, or three?

This is one of the most important questions to be answered in determining an advertising appropriation. Probably no firm ever answers it in a manner satisfactory even to itself. Experience, the experience of others, the counsel of a good advertising agency, coupled with sound judgment, must be relied on to define the course of action that should be followed.

4. *What is the relative importance of each type of publicity and how much money should be spent on it?*

In every advertising department there are certain fixed expenses, such as salaries, supplies, telephone and telegrams, postage for correspondence, traveling expenses, and so on. These expenses should be estimated for the period, based on past experience.

In addition to these fixed charges there are certain other expenses which are practically unavoidable; there are certain sales helps and working tools for the sales organization and for dealers that are standard and which must be kept in stock.

There are certain other items which judgment plainly indicates are absolutely essential—items which the selling organization expects and needs.

By adding the estimated cost of these expenditures to the fixed charges already determined, you will then have a sum which must be appropriated if there is to be an advertising department which functions in a measure at least, and gives some evidence of its existence.

5. *How much money should be appropriated for meeting the remaining conditions and for accomplishing the task set?*

There are two principal ways of determining advertising appropriations:

A. Taking a percentage of sales quota, or of sales volume. This may be for the past year, the current year, or the year to come. It can be figured either as a percentage of the gross sales or as a fixed sum per unit of the product.

B. Appropriating a fixed sum. Some firms appropriate a fixed sum for the entire year—others for a half year, or even for a quarter. As each of these periods draws to a close, appropriations are made for the succeeding half year or quarter. This is not to be recommended as a general rule, however, because advertising programs figured in such a way are apt to lack continuity. It often takes a long time to get printed matter under way and to catch certain magazine schedules.

A far better way is to lay a plan for 3 years based on anticipated sales.

It is never easy to fix an advertising appropriation. The factors one has to work with are, at best, indefinite and vague. Oftentimes they are unknown. Advertising is very susceptible to changes in business conditions and in company policy. *Sometimes* it is advisable to discard the most carefully laid advertising appropria-

tion plans after a few months of operation in order to take advantage of changed conditions. Ninety-nine times out of a hundred, however, it is far better to make a plan and then stick to it.

The concern that has a definite advertising plan has a chart by which to steer. Adverse currents and storms may force it to leave the course for a time, but if it has an appropriation and plan written out, it can at least make an attempt to get back on the main course.

Perhaps the most important things to keep in mind in making an advertising appropriation are the following:

A. Decide that you will advertise.

B. Set certain objectives for your advertising to reach.

C. Determine how these objectives can best be reached.

D. Stick to the plan which your judgment has told you is the right one.

Spreading the Appropriation: Some companies, especially those selling through agents and distributors compensated by a share of the profit, prorate a portion, sometimes all, of the advertising appropriation among such distributors. This practice is not recommended. It usually leads to dissatisfaction, since it is an expense which the distributor cannot control. When such a plan is followed it is the wise policy to give each distributor or agent the right to approve *in advance* the maximum amount that will be charged against his operations. This is better than the customary practice which is to determine upon some arbitrary percentage figure which each distributor must pay. Very often the introduction of a new product, or an unexpected competitive development, makes it expedient to greatly increase advertising expenditures during the budget year. In such cases the expense is likely to upset the calculations of the distributor and cause bad feelings. It is one of those arbitrary charges, sometimes levied against a profit-participation plan, that is apt to defeat its purpose.

The more successful advertisers adjust the compensation plan so that all advertising and a great deal of the sales promotion, excepting direct mail, will be absorbed into the general cost of doing business rather than treating it as a direct selling expense. Since its benefits will accrue to the business over a period of time, usually considerably in excess of any one operating year, this plan is to be recommended as fair both to the company and to the independent contractor.

ADVERTISING AGENCY RELATIONS

A question frequently asked by sales managers about to advertise is: "Is the amount of money we will spend large enough

to make it worth while to have an advertising agent?" The question is prompted by the widely held belief that unless a manufacturer spends upward of $50,000 a year for advertising, his account is not profitable to an advertising agency. In a measure this is true. But in a larger sense it is not true, because an advertising agency, like any other business, is willing and even glad to lose money for a time on a small account if there is a possibility that it can be developed into a large account. The ethics of the industry prevent agencies from soliciting each other's accounts. And while there will probably always be a certain amount of account stealing, the more reputable agents create their new business. The obvious way to do that is to build up small accounts into profitable advertisers.

So do not feel that just because you are not spending a large sum of money for advertising you should not avail yourself of the services of an advertising agency. The right sort of agent will be glad to handle an account where the appropriation is as low as $15,000, if it offers possibilities for growth. As a matter of fact, the counsel of a skilled advertising expert is more valuable to the small advertiser than to the large advertiser, because the small company starting out in advertising needs the benefit of advice.

The average advertiser is too close to his own business to be able to single out a dominant selling idea around which to build a successful advertising plan. The things that interest you about your business seldom interest the public. A capable advertising man brings to bear upon your selling problem ability to interpret those things about your business which will catch the imagination and quicken the interest of the public.

Cost of Agency Service: One of the erroneous ideas connected with the employment of advertising counsel is that it costs the advertiser nothing. It is true that the publisher pays the recognized agency a commission on all the advertising he places in his publications. Agencies also usually collect a commission on the materials used in the production of an advertising campaign. But, except in a few cases, these commissions alone are insufficient to cover all the expense connected with launching an advertiser on the road to leadership. Before undertaking a campaign the right sort of agency will usually recommend a market survey to determine the best approach to the problem. If this survey is conducted by the agency an extra charge will be made to cover its cost unless the appropriation is unusually large.

Even in the actual execution of the campaign, the agent's commissions are seldom sufficient to cover all the expense. It would be shortsighted economy on the advertiser's part to insist that the agent look to the publisher for his entire remuneration under such conditions. That is why the majority of advertisers today employ their agents on some basis which provides extra compensation if the nature of the account requires it. The three most commonly used plans of agency compensation follow:

1—Agent Retained on a Fixed Fee Basis: There is a growing sentiment in favor of employing advertising counsel on a fixed annual fee. Under this plan all commissions, allowances, and discounts belong to the advertiser. Advertising counsel acts as the agent of the advertiser and has no interest in the amount of money spent for advertising.

The objection to this plan is that the most capable advertising men are not usually able to secure fees large enough to compensate them adequately. The plan, however, is preferable when the servicing of the account requires a disproportionate amount of work. It is the most desirable plan for concerns spending large amounts in direct-mail advertising or in technical and trade publications, where the commission paid by the publisher makes it necessary for the agent to do either a superficial job or lose money on the account.

2—Agent Retained on a Percentage Over Cost Basis: When the account exceeds $50,000 annually, or where it is difficult to determine in advance the amount of work to be done in servicing the account, the most satisfactory plan of compensation for the advertising counsel is to pay him a retaining fee, which covers the services of the principal in an advisory capacity, plus a fluctuating fee based upon the amount spent for advertising.

Under this method of operating the advertiser is billed at the net charge to the agent and a flat service charge (usually 15 per cent) is added to that net figure. The advantages of this plan are that the services of counsel are retained regardless of the amount of advertising that is done, and the advertiser need feel no hesitancy in putting problems up to his advertising counsel or requesting special service.

This plan also reduces the possibility of an advertising agent or counsel favoring one medium or one form of advertising over another in order to make money. He gets the same compensation in all cases. The objection to this plan is that from the standpoint of what is paid the agent it is more costly to the advertiser, but from the standpoint of the ultimate cost of the advertising, judged by results, it is usually far and away the most economical.

3—Agent Paid Out of Commissions Earned: Under this plan of operation the services of the agent are paid by the seller. He must operate within the publisher's 15 per cent commission allowed to advertising agents, or the 5 or 10 per cent which printers and engravers grant him. With the growing competition among advertising agencies and counselors this method is becoming less and less satisfactory to the advertiser. It has a tendency to influence advertising into those publications and those mediums offering the largest commissions, and obviously the publications paying high commissions and printers willing to allow large discounts are usually the most urgently in need of business.

True, advertising discounts have been standardized to a large extent, but there are so many ways by which a seller of advertising can make it advantageous

for an agent to favor him in competition with other mediums, that temptation is very great. While this plan appeals to many advertisers as being a good way to pass the cost of advertising service on to the seller, it usually happens that he pays dearly in the long run. Moreover agents who are able to operate under the less speculative plans mentioned above usually do so. If an advertiser elects to place his advertising and to employ his advertising counsel under this last-mentioned plan, he must realize that he is dealing with the agent of the publisher and the printer, whose remuneration is directly related to the *amount* of advertising he can sell and the mediums which he can persuade his client to use.

SELECTING AN ADVERTISING AGENCY

Some time back, the Dartnell editorial staff made a rather searching inquiry among advertisers and advertising agencies in an endeavor to lay down certain definite tests which could be used by an advertiser in selecting an advertising agent.

In again presenting these tests to the Dartnell clientele we have modified some of them to conform to new conditions which have developed since their conception. They are recommended as a means of narrowing the field down to a possible three or four agents, who can then be personally interviewed.

Test No. 1. Success in Advertising a Product Similar to Yours: When a manufacturer contemplating advertising sets out to employ an agent, he invariably goes at it as though he were hiring a sales manager. He feels that the more experience the agent has had in his line, the less risk he will take. Yet some of the worst advertising failures can be traced to the fact that an advertising agent knew too much about the line of business, with the result that he was not able to free his thinking from the customs of the trade concerned.

Test No. 2. How the Agency Is Regarded by Other Advertising Agencies: Fortunately there is an easy way to determine this point. Advertising agents, like other industries, have an organization known as the American Association of Advertising Agencies. The qualifications for membership are, briefly, as follows:

1. Size or volume of business is not an influential factor in determining the agency's qualifications.
2. Geographical location has no bearing but does determine the council in which the application is to be voted upon.
3. The applicant must have been doing business as a going concern.
4. So-called "house agencies," established by one or more advertisers, are not eligible for membership, nor is an agency which is owned by any publishing, printing, engraving, or any other business from which the agency purchases in the interests of its clients.

5. Experience counts: An applicant must be able to furnish references as to both business and advertising experience.
6. The factors of character, ability, and financial responsibility are considered extremely important.
7. It is desirable that an applicant shall have obtained satisfactory recognition within each of the four principal publishing groups.
8. No agency is admitted that handles business at less than card rates, or makes rebates of any kind.
9. There are strict requirements as to business methods.

While it is true that there are members of this association who do not live up to the full letter of these standards, it is a fact that the association requires strict adherence to the code from its members and will not admit into membership any agent who does not meet these tests or who is not acceptable to the present membership. It also does everything possible to assure its members living up to its standards and disciplines those who are found guilty of any unethical practices. An agency that is a member of this association, therefore, has much in its favor, although there are many worthy agents, with principles as high as those defined under the Four A code, who are not members.

Since an advertiser may be sued by a publisher for any bills contracted by *his* advertising agency, even though he has given the agent the money with which to pay the bill, be reasonably sure that the agency has sufficient capital of its own, or at least the means of getting it, so that there will be no temptation to use yours for operating expenses.

Test No. 3. Size of Agency: If the account is one which calls for a full use of all types of mediums, with field cooperation, checking, and research work, it is obviously wise to engage an agency which has these facilities. On the other hand, if the campaign is to be confined to advertising in industrial papers, with little or no consumer advertising, it is well to employ an agency which specializes in industrial advertising. And by the same reasoning if the nature of the advertising is to be direct-by-mail or radio, and you wish to shift the responsibility for the execution of such a campaign onto other shoulders, it is wise to consider employing the services of an organization specializing in those kinds of advertising.

It is only fair to add, however, that in late years the larger advertising agencies have developed within their own organizations special departments for handling practically every form of advertising, including television, direct-mail, and industrial accounts.

It must be realized that a large agency, in the last analysis, is a group of small agencies welded together under one personality. Thus the matter of size, provided the agency is adequately staffed to handle your account properly in addition to its present accounts, is of secondary importance. Generally speaking, however, if your account is a large one best results will probably be secured from a large agency; and contrariwise the smaller advertiser is likely to get the best results from a smaller agency.

Test No. 4. Attitude Toward Direct-Mail and Business Paper Advertising: To the credit of the American advertising agents, they seldom permit the amount of work necessary to use any one form of advertising to influence their recommendations. There was a time when shortsighted agencies would not recommend the use of publications of low advertising rates because it took too much time to prepare copy. In the same way they did their utmost to discourage clients from spending money for direct-mail advertising because it involved more work than space advertising. But with standardization of the type page size and the development of printers' service departments able to assume the burden of preparing direct advertising under the advertising agent's supervision, these difficulties have largely passed. Nevertheless, it is an excellent test when selecting an advertising agent to check him on that point.

Test No. 5. Reputation of Agency for Holding Accounts: An advertising agency that is rendering satisfactory service to the clients has a smaller turnover in accounts, as a rule, than an agency that is interested in accounts merely for the commissions it can get out of them. That is obvious. By asking an agent to give you a list of his accounts and to tell you how long each has been with him, you can get a very good idea of his ability to serve you satisfactorily. By getting in touch with the advertisers whom he has been serving over a period of years you can also get from them valuable information about the agency's ability to satisfy its clients.

Test No. 6. Special Inducements or Secret Rebates: We have no bone to pick with the advertiser who wants to get every possible value out of his advertising dollar. On the contrary, we admire the man who is a good buyer. But one of the first rules for being a good buyer is to buy only the best when it comes to brains—because the highest priced brains are usually the least expensive.

You can get advertising counsel at any price you wish to pay, just as you can get coal for any price you wish to pay. But all coal is not just coal, and all advertising agents are not just advertising agents. There are degrees. You can choose, if you wish, an agent who will handle your advertising on a brokerage basis and rebate the commissions. There are still a few agencies who will do this. You might compare them to "yard sweepings" in the coal business. Or you can find an agency which will agree to handle your advertising with certain kinds of plus-service thrown in—it might be willing to let you put your advertising man on its payroll or give a job to one of your wife's poor relations. There are unprincipled men in the advertising agency business, too.

There is a world of wisdom in that saying of Plutarch: "If you live with a lame man you will learn to halt." An advertising agent who is so weak that he has to offer trick inducements to get business is usually a lame duck.

Test No. 7. Age of Agency: While the age of an agency is important, it means nothing until all the factors relating to its age are taken into consideration. There are agencies in this country 40 years old that still live in the dark ages of advertising. They have completely failed to keep step with progress. They continue to place the same patent medicine accounts that they placed in George Rowell's time; they have no conception of research work, no sense of obligation for the results of their copy, no aim in life other than the grubbing of a few commissions. If age alone meant anything—these agencies would rank very near the top.

But when you find an agency that has been established for some years, whose record shows that it has been one of the leaders in advertising agency progress, and which is just as up-to-date as its youngest competitor, that agency is entitled to more than passing consideration. It is logical to assume that during the years it has been in business, it has gathered a great deal of advertising wisdom and experience that should be of value to you. We must remember that important as brilliant copy and attractive lay-outs in advertising are, sound judgment based on experience is just as important. This seasoned judgment is most likely to be found in an older agency.

Test No. 8. Policy in Charging for Cuts and Supplementary Material: A large part of the difficulties which advertisers get into with their agencies arises over charges for art work, engrav-

ings, printing, and the other supplementary materials that are involved in a complete advertising program. There are agencies which will take an advertising account on a basis that offers them little or no profit on the space, figuring to get their entire profit out of "extras." If it is the policy of the agency to bill you whatever it wishes for these extras, trouble is sure to follow.

So one of the first things to find out is how the agent proposes to handle his charge for this sort of work. He is entitled to a fair compensation, and you should expect to pay for whatever work is done on your account. But the time to find out what his basis of charge will be is before you appoint him and not after.

Test No. 9. Contract Requirements: At first thought, it would seem that an advertising agency which believes in itself should be willing to take your advertising account on a basis that would permit severing the relationship on short notice.

It is debatable, however, if this is the best arrangement to make with your agent—for several reasons. First, before an advertising agent can give you the service to which you are entitled, he has to spend considerable time and money in studying your problems. If he does not do this thoroughly, it is difficult to conceive how he can spend your money most advantageously. If your arrangement with your agent is subject to termination at short notice, the agent cannot afford to make the thorough study of your advertising problem he should. On the other hand, if you have an agreement with him, assuring him of your business for a definite period, he can afford to spend more for preliminary work.

A second reason in favor of a time contract is that you protect yourself against yourself. It is a well-known fact that few advertising undertakings show immediate results. Advertising success is a plant of slow growth. It takes time to develop. Very often an advertiser starts his advertising in high hopes and sits back to wait for a deluge of business. But the avalanche of orders does not come. He gets cold feet and cancels his advertising. Had he the courage to hang on for a few months longer, the orders would come and he would reap a full measure of success. But he stops too soon and pays dearly for his lack of courage. A time contract covering one two, or even five years' advertising might save him that loss.

Recognized Advertising Agencies: While there are 7,500 concerns in the United States which call themselves advertising agencies, many of them are individuals who have, for one reason

or another, never secured recognition from any publisher's association. Lack of such recognition may merely mean that the advertising firm has never applied for it; or, what is more likely, it has applied and has not been granted recognition for one of the following reasons:

1. Lack of sufficient capital to finance advertising placed with a publisher in the event the agent's client should fail.
2. Lack of sufficient experience in the practice of advertising, especially the preparation of advertising copy. Since a part of the commission paid agents by publishers is for the preparation of result-getting copy, it is required that they must be able to satisfy the publisher's committee on that point.
3. The nature of the agent's billing is such that it would indicate he is functioning as a service agency for one or two accounts and would therefore not be likely to spend any time in developing new business or new accounts for the publisher.

The publisher's association which is most painstaking in the granting of recognition is the National Magazine Publishers Association. Next in order comes the American Newspaper Publishers Association (A. N. P. A.). Then the Agricultural Publishers Association (A. P. A.). Recognition by the Associated Business Publications simply indicates a satisfactory financial status to warrant members of that group extending credit.

ADVERTISING COPY AND MEDIA

Advertising Copy: The simplest definition of good advertising copy is that it must be good salesmanship. It must also have the added virtue of accomplishing in a few words what a salesman can take an hour to explain. It must command attention. It must be dignified to win respect. It must be interesting. And above all, it must be sufficiently convincing to get action. Robert Ruxton holds that there are four kinds of copy and only four. "It may seem difficult," he suggests, "to write copy that sells goods at a profit, and the preliminary study necessary may seem infinitely complex, but students of the subject will find much of the seemingly difficult disappear if they will recollect that there are really only four physical forms of 'copy': (1) Description, (2) Narration, (3) Exposition, (4) Argumentation. All rhetorical works describe the characteristics of these four forms and the methods by which those characteristics are obtained. In any event, the terms are largely self-explanatory. We all know what

The Cost of Advertising Space

Rate	1 Inch 14 Lines	2 Inch 28 Lines	3 Inch 42 Lines	4 Inch 56 Lines	5 Inch 70 Lines	6 Inch 84 Lines	7 Inch 98 Lines	8 Inch 112 Lines	9 Inch 126 Lines	10 Inch 140 Lines	15 Inch 210 Lines	25 Inch 350 Lines	1 Col 294 Lines
$0 01	$0 14	$0 28	$0 42	$0 56	$0 70	$0 84	$0 98	$1 12	$1 26	$1 40	$2 10	$3 50	$2 94
02	28	56	84	1 12	1 40	1 68	1 96	2 24	2 52	2 80	4 20	7 00	5 88
03	42	84	1 26	1 68	2 10	2 52	2 94	3 36	3 78	4 20	6 30	10 50	8 82
04	56	1 12	1 68	2 24	2 80	3 36	3 92	4 48	5 04	5 60	8 40	14 00	11 76
05	70	1 40	2 10	2 80	3 50	4 20	4 90	5 60	6 30	7 00	10 50	17 50	14 70
06	84	1 68	2 52	3 36	4 20	5 04	5 88	6 72	7 56	8 40	12 60	21 00	17 64
07	98	1 96	2 94	3 92	4 90	5 88	6 86	7 84	8 82	9 80	14 70	24 50	20 58
08	1 12	2 24	3 36	4 48	5 60	6 72	7 84	8 96	10 08	11 20	16 80	28 00	23 52
09	1 26	2 52	3 78	5 04	6 30	7 56	8 82	10 08	11 34	12 60	18 90	31 50	26 46
10	1 40	2 80	4 20	5 60	7 00	8 40	9 80	11 20	12 60	14 00	21 00	35 00	29 40
11	1 54	3 08	4 62	6 16	7 70	9 24	10 78	12 32	13 86	15 40	23 10	38 50	32 34
12	1 68	3 36	5 04	6 72	8 40	10 08	11 76	13 44	15 12	16 80	25 20	42 00	35 28
13	1 82	3 64	5 46	7 28	9 10	10 92	12 74	14 56	16 38	18 20	27 30	45 50	38 22
14	1 96	3 92	5 88	7 84	9 80	11 76	13 72	15 68	17 64	19 60	29 40	49 00	41 16
15	2 10	4 20	6 30	8 40	10 50	12 60	14 70	16 80	18 90	21 00	31 50	52 50	44 10
16	2 24	4 48	6 72	8 96	11 20	13 44	15 68	17 92	20 16	22 40	33 60	56 00	47 04
17	2 38	4 76	7 14	9 52	11 90	14 28	16 66	19 04	21 42	23 80	35 70	59 50	49 98
18	2 52	5 04	7 56	10 08	12 60	15 12	17 64	20 16	22 68	25 20	37 80	63 00	52 92
19	2 66	5 32	7 98	10 64	13 30	15 96	18 62	21 28	23 94	26 60	39 90	66 50	55 86
20	2 80	5 60	8 40	11 20	14 00	16 80	19 60	22 40	25 20	28 00	42 00	70 00	58 80
21	2 94	5 88	8 82	11 76	14 70	17 64	20 58	23 52	26 46	29 40	44 10	73 50	61 74
22	3 08	6 16	9 24	12 32	15 40	18 48	21 56	24 64	27 72	30 80	46 20	77 00	64 68
23	3 22	6 44	9 66	12 88	16 10	19 32	22 54	25 76	28 98	32 20	48 30	80 50	67 62
24	3 36	6 72	10 08	13 44	16 80	20 16	23 52	26 88	30 24	33 60	50 40	84 00	70 56
25	3 50	7 00	10 50	14 00	17 50	21 00	24 50	28 00	31 50	35 00	52 50	87 50	73 50
26	3 64	7 28	10 92	14 56	18 20	21 84	25 48	29 12	32 76	36 40	54 60	91 00	76 44
27	3 78	7 56	11 34	15 12	18 90	22 68	26 46	30 24	34 02	37 80	56 70	94 50	79 38
28	3 92	7 84	11 76	15 68	19 60	23 52	27 44	31 36	35 28	39 20	58 80	98 00	82 32
29	4 06	8 12	12 18	16 24	20 30	24 36	28 42	32 48	36 54	40 60	60 90	101 50	85 26
30	4 20	8 40	12 60	16 80	21 00	25 20	29 40	33 60	37 80	42 00	63 00	105 00	88 20
31	4 34	8 68	13 02	17 36	21 70	26 04	30 38	34 72	39 06	43 40	65 10	108 50	91 14
32	4 48	8 96	13 44	17 92	22 40	26 88	31 36	35 84	40 32	44 80	67 20	112 00	94 08
33	4 62	9 24	13 86	18 48	23 10	27 72	32 34	36 96	41 58	46 20	69 30	115 50	97 02
34	4 76	9 52	14 28	19 04	23 80	28 56	33 32	38 08	42 84	47 60	71 40	119 00	99 96
35	4 90	9 80	14 70	19 60	24 50	29 40	34 30	39 20	44 10	49 00	73 50	122 50	102 90
36	5 04	10 08	15 12	20 16	25 20	30 24	35 28	40 32	45 36	50 40	75 60	126 00	105 84
37	5 18	10 36	15 54	20 72	25 90	31 08	36 26	41 44	46 62	51 80	77 70	129 50	108 78
38	5 32	10 64	15 96	21 28	26 60	31 92	37 24	42 56	47 88	53 20	79 80	133 00	111 72
39	5 46	10 92	16 38	21 84	27 30	32 76	38 22	43 68	49 14	54 60	81 90	136 50	114 66
40	5 60	11 20	16 80	22 40	28 00	33 60	39 20	44 80	50 40	56 00	84 00	140 00	117 60
41	5 74	11 48	17 22	22 96	28 70	34 44	40 18	45 92	51 66	57 40	86 10	143 50	120 54
42	5 88	11 76	17 64	23 52	29 40	35 28	41 16	47 04	52 92	58 80	88 20	147 00	123 48
43	6 02	12 04	18 06	24 08	30 10	36 12	42 14	48 16	54 18	60 20	90 30	150 50	126 42
44	6 16	12 32	18 48	24 64	30 80	36 96	43 12	49 28	55 44	61 60	92 40	154 00	129 36
45	6 30	12 60	18 90	25 20	31 50	37 80	44 10	50 40	56 70	63 00	94 50	157 50	132 30
46	6 44	12 88	19 32	25 76	32 20	38 64	45 08	51 52	57 96	64 40	96 60	161 00	135 24
47	6 58	13 16	19 74	26 32	32 90	39 48	46 06	52 64	59 22	65 80	98 70	164 50	138 18
48	6 72	13 44	20 16	26 88	33 60	40 32	47 04	53 76	60 48	67 20	100 80	168 00	141 12
49	6 86	13 72	20 58	27 44	34 30	41 16	48 02	54 88	61 74	68 60	102 90	171 50	144 06
50	7 00	14 00	21 00	28 00	35 00	42 00	49 00	56 00	63 00	70 00	105 00	175 00	147 00
60	8 40	16 80	25 20	33 60	42 00	50 40	58 80	67 20	75 60	84 00	126 00	210 00	176 40
70	9 80	19 60	29 40	39 20	49 00	58 80	68 60	78 40	88 20	98 00	147 00	245 00	205 80
80	11 20	22 40	33 60	44 80	56 00	67 20	78 40	89 60	100 80	112 00	168 00	280 00	235 20
90	12 60	25 20	37 80	50 40	63 00	75 60	88 20	100 80	113 40	126 00	189 00	315 00	264 60
1 00	14 00	28 00	42 00	56 00	70 00	84 00	98 00	112 00	126 00	140 00	210 00	350 00	294 00

Courtesy Brooke, Smith, French & Dorrance, Inc

it is to describe a person or an article. Nearly everyone is familiar with the process of telling a tale (narration). Exposition is the art of making clear; argumentation is the art of convincing."

Out of the four physical forms comes, phoenixlike, a fifth, persuasion. Persuasion induces action. Action is the cracker of the whip in all business presentation. Be sure it is there. If it isn't, you have in all that you have written (however ornate, however elaborate) a fishhook without a barb.

In writing advertising copy, *don't argue—explain*. In the rhetorical sense "argument" may be defined as "proof of arguments based on laws or reliable authorities." In the sense that argument is contention all salesmen dread it, and all salesmen avoid it, though ready to meet it should the necessity develop. What salesmen seek to do is to get their presentation accepted as manifestly clear and right without argument. That process is termed exposition. Do not challenge the reader by a "leading" question such as "That's as plain as daylight, isn't it?" But make it plain as daylight. One treatment is expository, while the other is argumentative. It is as much human nature to rise to a challenge as it is to accept a satisfactory explanation.

The impulse that an advertisement should arouse is the desire for possession. Approval, praise, commendation, admiration are static qualities that stand still and get the public no nearer the advertiser or the advertiser no nearer the public.

The chink of dollars falling in the till or the glint of color in the form of checks is the primary form of applause that business wants. Like the box office of a theater, it can be both pleased and gratified to hear the secondary form of applause ringing out from box and orchestra, but it doesn't want the form of business that admires the posters but forgets to buy tickets of admission. (See also Chapters 10, 11, 12—"Sales Promotional Literature.")

The Selection of Media: Great confusion exists in the minds of most sales managers today as to just what are the best mediums to use in marketing their products. Newspapers seem to be leading in favor because of the opportunity they offer to hand-pick markets and to concentrate the bulk of the advertising effort on territories where the advertiser is well equipped to follow through on the advertising. It is natural that people should depend upon newspapers to a greater extent for their reading. A family which has had to curtail its expenditures will cut off practically everything else before it stops buying daily newspapers.

Then, too, the daily newspaper enables an advertiser to take advantage of timely situations. It is essentially a quick action medium. While it takes from 2 to 4 weeks to plan and execute an advertising campaign in the magazines, a campaign can be launched and completed in the newspapers in 4 days.

Against these advantages the newspaper has a relatively short life and offers little opportunity for class selection. With the exception of a few newspapers which appeal to the carriage trade, the newspaper offers the manufacturer of the class product little opportunity to call his shots. The magazines do. And as the gap between the consumer's income and expenditures for necessities of life widens, a correspondingly increased use of magazine advertising is bound to grow.

The problem of media is primarily and essentially a problem of markets. It is the market influence of the medium that the advertiser is buying, and the test of the value of a medium is the character and extent of its market influence. It is the job of the sales manager, or his advertising assistant, to draw up his list of media very much as the chess player ranges his pieces on the board, combining his various values in such a way as to "cover" strategic points and at the same time avoid leaving anything unprotected.

The sales executive who approaches the problem from this standpoint will often find it simplified. It is the adaptability of the medium to his own particular situation that he is solely concerned with. Let him visualize clearly the particular market that it is desired to cover. That, for the time being, is all that matters. What medium or group media can be employed to reach this particular market most effectually? That is the main question, and by keeping it clearly in focus the advertiser may avoid getting himself involved in a morass of competitive arguments and statistics which have no practical bearing upon the problem.

The Foundation Media: Most advertising media are developed with the requirements of more or less definite markets in mind. These markets may be bounded by geographical or territorial limits; they may consist merely of persons who occupy a certain position with respect to social standing or income; they may be based upon a general community of interest in some business or social or religious activity; they may be concentrated in some definite locality; or they may be scattered across the length and breadth of the continent. But in most cases

they are aimed to meet the interests of a clientele that is visual ized with more or less definiteness, and which, from the advertiser's point of view, may constitute a market. Thus, it is entirely logical to treat the problem of mediums from this standpoint.

Now in discussing the various groups or types of media separately, we should not be understood as implying that the advertiser should consider them after that fashion. Seldom can the best results be obtained by relying upon a single type of appeal. Generally speaking, in a national campaign to the consumer, or in a campaign that is designed to become national, the advertiser will use one type to support and reinforce another. Thus the value of a given medium to the advertiser will depend not merely upon its direct effect upon the market, as standing alone, but also upon the service it may render as an auxiliary to other media.

Publication media are generally classified in four main divisions: Newspapers, magazines, farm papers, and business papers. Each of these groups is further subdivided extensively, and the divisions to a certain extent overlap. As a matter of fact, however, the foregoing classification is logical, because there are certain characteristics that belong peculiarly to each group.

Treating the subject wholly from the standpoint of the market influence that is exercised by the various groups of media, it is possible to illustrate these different characteristics by means of an imaginary graphic chart.

As a basis we assume that the sum-total buying power of the national market may be represented by a rectangle of approximately such shape as would just contain a map of the United States. This represents, in other words, the 130,000,000 people who make up what is generally referred to as the "buying public," and is the ultimate potential or possible market for any product.

Territorial Boundaries of Newspaper Markets: Buying power can be definitely graded and classified. From left to right in the diagram it is classified strictly according to geographical or territorial divisions, so that every individual buyer in Cleveland, Ohio, for example, would be in the same vertical column. From top to bottom, the classification runs according to a purely mythical system based upon wealth, intelligence, social position, etc., so that theoretically all the people with common activities and interests will be found at the same horizontal level. On such an imaginary chart of buying power the market influence of the various groups of mediums can be laid out in visible zones.

Taking up the newspapers as a class, we find that their market influence is ordinarily bounded very definitely by territorial lines. The essential characteristic of the newspaper is its service to a community that is more or less self-contained and self-conscious. We find, moreover, that the newspaper in general reaches almost all classes in the social scale. There are many individual newspapers, of course, that appeal mainly to people of wealth and refinement, or to what are vaguely denominated the masses, but the newspaper in general serves the whole local group rather than any one social group. The market influence or coverage of the newspapers would be indicated on the chart by vertical stripes or bands, relatively narrow and sharply defined, and relatively deep in color to indicate per capita density of circulation.

Class Influences of Periodicals: Turning to the magazines we find that their market influence is affected very little, if at all, by territorial or geographical boundaries. Generally speaking, they serve the social group rather than the local group, and magazine circulation may be defined as a selection of people who act and think alike, wherever they may happen to be located. Magazine coverage would therefore be represented in our chart in horizontal zones, broader and less sharply defined than the vertical columns and relatively lighter in color.

We have now produced a sort of sublimated checkerboard, with dense areas of color where the vertical and horizontal stripes cross, and irregular spaces between where the color shades off into the background. These irregular spaces represent, obviously enough, the rural and small-town markets, where the circulation of both magazines and metropolitan newspapers is relatively thin. This is the field that is covered by the farm papers, and the special group of publications that are generally known as "mail-order papers." These media definitely serve, in the main, the interests of the rural and small-town markets, though both farm and mail-order media overlap, to some extent, the territory covered by newspapers and magazines.

The fourth great class of publication media—the business papers—reach highly specialized markets that are bounded neither by territorial lines, nor by lines of general interest. Their influence is very largely concentrated in industrial and mercantile centers and is directed at the industrial consumer or the mercantile unit rather than the private or individual consuming unit. They render a highly important service in connection with national advertising to the consumer, but it is a service that is

almost wholly supplementary and auxiliary. They influence in one way or another pretty much the whole field of media.

In recent years, newspapers have developed the use of magazine-size advertising supplements which are becoming increasingly popular with manufacturers, industries, retailers, and governments.

Diamond & Co., a large Philadelphia haberdasher, used a handsome four-color supplement in the *Evening Bulletin* during the Christmas season and included a coupon for mail orders. Thus, the customer was given the choice of ordering in person, by telephone, or by mail.

Form of Advertising Order: In placing orders with publications or broadcasting companies it is recommended that the standard order form as drafted by a special committee of the American Association of Advertising Agencies be used, as it covers a variety of contingencies which can arise in connection with carrying out an advertising program. A sample of this form will be sent by the AAAA on request.

Used by all advertising agencies which are members of the association, its use is by no means limited only to those agencies. Advertisers would do well to insist that their advertising agency, if not a member of the Four A organization, adopt and use this form of contract for all advertising orders placed on their account. There are two forms, one for publications and the other for spot broadcasting. In the main they are similar, but both forms contain a number of special provisions to cover the different needs of their respective fields. The advantages to the advertiser in demanding the use of this form of advertising contract are as follows:

1. Both blanks make the agency solely liable for payment of medium bills, thus protecting the advertiser against contingent double liability in case of agency failure to pay after the advertiser has paid the agency.
2. The rate paragraphs afford the advertiser maximum protection. Secret rates, rebates, or agreements affecting rates are prohibited. The advertiser is safeguarded against a competitor getting a secret advantage.
3. The paragraph forbidding rebating by the agency assures the client that he is getting a square deal from his agency and the same terms as any other advertiser.
4. In general, advertising covered by the uniform conditions of the Standard Order Blanks is placed with assurance to the advertiser that, should any dispute arise, his rights are protected by definite provisions in respects which experience has proved to be most needed.

PUBLICATION BLANK

1. The 60-day limitation on short-rate bills is a protection to the advertiser against annoying claims bobbing up at a later date, after he has

assumed that the contract had been completed and all charges paid for.

2. The circulation paragraph is another safeguard. It entitles the agency, in case the publisher is not a member of the Audit Bureau of Circulations, to a statement of net paid circulation verified by a certified public accountant, or in lieu thereof to examine the publisher's circulation books.

RADIO AND TELEVISION BLANK

1. In the broadcasting blank, reasonable and fair settlement of such knotty problems as program interruptions and the substitution of sustaining programs is provided.

2. In this blank, there is also a clear statement of the duties and rights of parties in connection with copyrighted material.

Importance of Verified Circulation Statements: For a good many years one of our major problems in the advertising business was the establishment of some generally accepted standard of measurement for circulation.

Advertisers, advertising agents, and leading publishers struggled for many years to bring about the adoption of some system by which circulation claims could be intelligently compared. The effort finally bore fruit in the Audit Bureau of Circulations, which establishes a standard definition of circulation and measures all publications by the same yardstick.

The adoption of this system has been of incalculable benefit to the buyer of advertising space and has vastly simplified the problems of the agent and the publisher.

For the first time in the history of advertising it provided a sound basis of comparison and gave every advertiser the assurance that when two or more publishers talked about circulation they were talking about the same thing.

Paid vs. Controlled Circulations: The demand from advertisers for media which "blanket" a territory or a market gave rise to what is known as "controlled" circulation mediums. These are usually called "Shopping News." Copies are left at the doors of selected families throughout a residential district. They contain mostly all advertising and are therefore read, if read at all, for their advertising. Similarly class and trade publications are distributed to "controlled" lists in an effort to get full coverage of a specialized market. A paid circulation publication requires what is called "turning room" and seldom gives more than 50 per cent coverage of a market. The other 50 per cent is required for securing replacement subscriptions. An association has been organized to check the distribution of these controlled papers and issues statements certifying the number of copies mailed.

While advertising media which are given away, rather than sold, have a certain value and often produce inquiries at a very low cost because of a lower advertising rate, it can be concluded that media which the reader pays to get, and which come at his request, have a greater reader interest than those which he gets for nothing. In other words, a publication which is not worth paying for, usually is not worth reading. There has been, in some areas, a tendency for controlled and distributed publications to convert to paid circulation.

Broadcasting: Television is the most rapidly growing entertainment and promotional medium in the U. S. today. With families watching TV over five hours a day in more than 53 million homes, it has tremendous power as a marketing force. Three recent developments have given it even greater impact. These are color TV, UHF reception, and Community Antenna TV.

What is the significance and value of this great penetrational medium from a sales promotion standpoint?

First, consider that network TV billings totaled nearly one billion dollars in nine months of 1965, the latest figures available at press time. This total was just about equaled in local spot announcements!

Add to this the fact that some national advertisers spend as much on TV advertising as on all other media combined.

Television lends itself to all types of promotion; alone, or in conjunction with other media. Its limitations are based on product restrictions, i.e., liquor, rather than any promotional considerations.

Television: "Television's coverage pattern, often 100 miles or more in diameter, crosses political lines, and has led to sales areas defined by TV's contour. The advertiser has a map on which he has areas in which he knows his advertising pressure and can measure his sales results. TV contour maps have redesigned many companies' sales maps." So writes Mr. George Huntington, executive vice president of the Television Bureau of Advertising.

It has been fairly well established that the average family spends five hours and 38 minutes daily watching television. One authority points out that "the family spends more time before the TV set than in any other human activity, apart from working and sleeping."

Television advertising combines the elements of personal salesmanship: sight, sound, motion, and demonstration.

Its effectiveness, in addition to the size of the audience, is reflected in the fact that the 100 largest advertisers in the nation spend more on television than on all other advertising media combined!

The executive vice president of the second largest user of TV advertising says "television is obviously the most efficient way of reaching the most people at the lowest cost."

Many people think of television broadcasting chiefly in terms of network programs, but the fact is that spot sales are almost equal in volume, totaling over one billion dollars in 1965.

Reaching 65 million sets in 53 million homes in 1965, television has arrived at the point where it has divided into several classifications.

The "all-channel law" which went into effect in May, 1964, made it illegal to manufacture sets which could not tune to all 82 channels—70 UHF and 12 VHF channels. This was done to meet the need for more stations, which could only find room on the UHF band.

In some markets, UHF is the basic form of television. In others, VHF has come in as competition to established VHF stations. Still other markets have no UHF at all. The advertiser would do well, therefore, to avoid artificial classifications based on the TV spectrum and to concentrate on television as a medium for market coverage.

Meanwhile, demand for color TV blossomed so suddenly in 1965 that the industry ran into a shortage of color tubes.

At the end of the year, it was estimated that there were nearly 5 million color-set homes, a 90 per cent increase over the previous year, and a total expected to reach 15 million by 1970. A dealer survey disclosed that the public was buying color consoles, with black-and-white portables as "second sets."

Another rapidly growing field is Community Antenna television, better known as CATV, which receives programs and distributes them to the home by wire on a subscription basis. In 1965, 1,700 systems were bringing "wire TV" to two million subscribers; 1,500 applications had been filed, and 1,700 were pending.

According to Carroll J. Swan, editor of *Media-scope,* "If New Yorkers want quality reception from nine or more channels enough to pay the cost, then wired-TV will spread throughout the country."

What CATV viewers see is "monitor" quality reproduction on TV screens in homes, apartments, and business offices subscribing to one of the three new wire-TV services.

CATV early growth was in areas beyond the reach of normal TV broadcasts. There were two million such CATV homes that had to be cable-fed. However, a wired-TV development in New York is different in that it is designed to give better reception in homes that already get TV, he pointed out. There is the possibility of other TV services becoming available. For example, since the wires can carry all kinds of data, they could provide a direct line for ordering merchandise which would be exhibited on the TV screen. The system could be a means of exhibiting credit cards by remote control in making actual purchases.

A wired home could become a subscriber to a pay-TV system which broadcasts unsponsored shows.

Finally, more than 60 noncommercial National Educational Television stations are teaching 7 million students in 800 schools and 400 universities.

Radio: The Electronic Industries Association estimated home radio (AM and FM) sales of 27 million in 1966. Of this total, FM sales equaled 8.5 million, including 500,000 FM auto radios. This reflects a decrease in "AM only" set sales of over a million, while FM and FM/AM receivers increased by one million in the same period.

Some companies have successfully used FM radio year after year. Steinway & Sons recently began its seventh year of FM radio advertising with a 25-market, 52-week schedule of spot announcements featuring endorsements of the Steinway piano by noted concert artists. Magnavox Corporation and 3-M Co., among others, sponsor FM radio announcements in 36 and 25 cities, respectively.

National Van Lines, Chicago, sponsored a 13-week campaign of 6,604 minute spots on 45 FM stations in 14 top markets. The company cited the efficacy of FM in reaching the cream of the client's market, with little waste circulation, as the major factor in selecting the medium.

Transit Advertising: Many companies have found transit advertising to be an effective, low-cost medium, particularly in metropolitan areas. The Transit Advertising Association emphasizes that transit ads reach a mass audience, have high repetitive

value, offer maximum flexibility, geographic selectivity, and unlimited use of color.

Transit advertising is carried by more than 66,000 vehicles (buses, subways, elevated and commuter trains) throughout U.S. urban areas. According to a recent Sindlinger & Company survey, nearly 12 million persons ride transit in a single day. Transit advertising builds its mass audience fast, because by the end of the month, 400 million different people have used public transportation.

Four groups of national advertisers—producers of alcoholic beverages, foods and confections, tobacco, and pharmaceuticals—dominate the transit medium's top 50 advertisers. The five largest advertisers account for 18.6 per cent of the medium's total revenue. They are: Wm. Wrigley Jr. Co., American Home Products, Schieffelin & Co., General Motors Corporation, and Joseph E. Seagram & Sons. Completing the top ten, in descending order by expenditure, are: Liggett & Myers Tobacco Company, R. J. Reynolds Tobacco Company, Pepsi-Cola Company, Bristol-Myers Company, and P. Lorillard Company.

Aside from the 36 advertisers in the four dominant groups, the 14 other corporate advertisers in the top 50 come from these categories: three in theatrical enterprises, two each in automotive products and toiletries, and one each in packaging, utilities, insurance, home instruction, insecticides, cosmetics, and financial institutions.

A recent study by the Alfred Politz organization for O'Ryan & Batchelder, a member firm of the Transit Advertising Association, found that in Chicago an advertisement placed on 300 king-size bus posters produced 33.9 million exposures each month, at a cost of 33 cents per thousand. These posters (2½ by 12 feet) placed on Chicago Transit Authority buses deliver 1,130,000 exposures an average day.

Another measure of transit ads on the *outside* of buses by A. C. Nielsen Company was supplied by a pilot study in Los Angeles. The study indicated that, over seven consecutive days, 93 per cent of adults encountered an average of 29 buses and could see 51 sides of advertising on the buses with proper visibility. A showing on the 1,300 buses in the area offers a potential seven-day cumulative reach of 93 per cent and a frequency potential of 29 times.

In a recent article in *Sales Management*, Wm. Wrigley Jr., Co., was reported as spending about $1.1 million to purchase transit space in 70 cities. The company buys space for 100,000 cards,

in markets with total population of around 86.5 million and monthly circulation of around 745 million, as determined by the fare box, a rigid audit method. And the cost is reputed to be a mere 10 cents per thousand. The firm's use of transit advertising for Wrigley's Spearmint, Doublemint, and Juicy Fruit brands of chewing gum is a result of definition of market. As Wrigley Offield, vice-president and advertising manager, puts it: "We consider the transit advertising market basically a downtown market. We regard it as a support medium today." Spot TV forms the largest part of the Wrigley budget, and network radio is second.

Today the basic Wrigley message is still a repetitive one—"Double your pleasure, double your fun . . . with double good, double good, Doublemint gum." And the repetitive nature of transit advertising, coupled with capture of audience, makes it a natural avenue for the gum maker.

"Our advertising philosophy is that you have to hit the consumer again and again," Offield says. "The nice thing about car cards is that they're always there. People may not take too much time to look at them, and there's not much room for copy. We don't expect them to read our car cards or, for that matter, watch one of our TV commercials, and then rush out and buy some gum."

As long as it "hits the consumer again and again"—at a cost of 10 cents per thousand—Wrigley's fidelity to transit advertising will endure.

Seven years ago, the Johnson & Lewis Advertising Agency of San Francisco mapped out a campaign for River Valley Frozen Foods based on market data supplied by Fielder, Sorensen & Davis, transit advertising company for the area.

Two factors led to the choice of transit as the sole medium for the campaign. First, market statistics indicated that a high percentage of San Francisco's population used the transit system. (The Sindlinger Study confirmed this by showing that 25 per cent of the Bay Area population used transit.) Second, River Valley's distributor, the Langfield Co., had only a small amount of money to devote to promotion.

The FS&D survey revealed that the average rider notices five cards on each trip and that he spends from a minute to a minute and a half reading each of them. It was this bit of information that led to a distinctive and successful all-copy campaign—a complete departure from the theory that car-card advertising—like billboards—must be in poster form. Since no other medium

was used, a six-fold sales increase certainly was evidence of the effectiveness of transit advertising.

After seven years, River Valley still is putting most of its budget into transit advertising, and still holds the top sales position in frozen-food sales in the Bay area.

Outdoor Bulletins and Displays: The advantage of outdoor advertising is that it permits a strategic use of the appropriation. By picking outdoor locations in the vicinity of important stores it is often possible to bring sufficient pressure to bear upon a merchant to force him to carry the advertiser's products. Similarly, a painted bulletin on the side of a store handling the advertised product has a long life and assures a demand for that product at the point of purchase. An excellent example of what can be done by the use of outdoor advertising, particularly well-placed, painted and lithographed bulletins, is seen in the amazing growth of Coca-Cola, whose sales have steadily increased during the depression and even after the repeal of prohibition. This advertiser, like Wrigley, is also a laige user of transit advertising.

Outdoor advertising lends itself especially well to products for home use since the bulletins are read by all members of the family. Soap manufacturers spend a large share of their appropriations for outdoor bulletins because, in addition to reaching the woman of the home as she drives by in her car, they also reach the no less important domestic help whose likes and dislikes influence many a soap order. Outdoor advertising is less expensive than most other forms of advertising, due to its long life. It has proved particularly effective in securing zone distribution for automotive products. A single painted bulletin or poster well placed on an automobile highway will, in the course of a year, be read by practically every motorist in a locality.

Point of Purchase: Akin in importance to outdoor bulletins are window displays, store signs, counter displays, and hangers which manufacturers furnish to dealers. There is a tendency to appropriate an increasingly large percentage of the total appropriation for this sort of advertising, because it puts the advertising pressure at the point of purchase. They suggest other needs to the person coming into the store to make a casual purchase. They also tie up the acceptance which national advertising has created in the consumer's mind for the product.

A common criticism of point-of-purchase advertising is that much of it is wasted. This may be true of the mediocre displays

which crudely shout the praises of products which dealers are not particularly interested in pushing, but it certainly does not apply to displays which are properly designed and painstakingly distributed. The most successful current displays are those which share their advertising with the dealer and do not try to hog all the space for the manufacturer. After all, it is the dealer's store and you cannot blame him if he would rather use his wall and counter space for advertising his store than your products.

Films for Promotion: As with radio and television, trends in the use of motion-picture films for sales promotion are too variable to pin down in a book. Advertising film trailers are acceptable, as this is being written, only in the smaller community theaters; yet the industry-wide promotional film is on the ascendancy.

The latter are films which carry no single-company identification, but tell the story—usually in a "from-earliest-times-to-present" treatment—of a certain product, as in the story of the discovery and development of paper, glass, steel, etc. Combined live action and artwork, in natural color, and as dramatic action as can be developed, are the usual pattern for these films, which are handled in a narrative-travelog fashion and made as "uncommercial" as possible.

Promotional films for free showings to clubs, societies, and schools are innumerable, as are commercials developed for special groups, as in the pharmaceutical industry for showing to medical meetings. It requires considerable skill to develop such films in such a way as to avoid either boredom, through a heavy-handed "product" story, or oversubtlety which loses all promotional impact. Therefore, until the promotion practitioner has had considerable experience in the preparation of such films, it is wise to secure the assistance of professional film experts.

Telephone and City Directories: The need of making nationally advertised products easily available to consumers, by telling them where the brand may be purchased *locally*, is most important. It is of little avail to create national acceptance for a product, and then lose a large share of the resulting demand by lack of dealer identification. While local newspaper advertising by the distributor or manufacturer, or both, bridges this gap to some extent, the life of such advertising is short. To provide a year-round reference, many national advertisers employ such media as the telephone Yellow Pages (which list local outlets for nationally advertised products), neighborhood telephone direc-

tories, and city directories. Such advertising is not expensive and it has a definite reference value when an advertised product is marketed selectively, or through exclusive dealers.

Advertising Specialties: While not one of the major media for creating consumer acceptance, the distribution of books of matches, playing cards, calendars, souvenir post cards, key rings, pencils, and similar specialties are important in building consumer good will. However, much of their value depends upon the manner in which they are distributed. Some companies, for example, find it profitable to pass specialties out at state and county fairs, trade shows, conventions, and similar affairs. Others furnish them in quantities to dealers and let the dealer's salespeople hand them to consumers. If the person passing out the novelty speaks a good word for the product or the company at the same time, this plan is especially effective. Another use for this type of consumer advertising is to mail it to select lists, either directly from the manufacturer or pay the dealer to mail it to his lists. Style books, recipe books, and similar promotional materials are usually distributed in that way.

Some manufacturers require dealers to supply a list of their customers to whom such literature is to be mailed, and ask the dealer to pay the mailing costs or at least the postage. In such cases the literature is imprinted with the dealer's name and address. It establishes a local point of distribution. Celluloid pocket calendars, a popular advertising specialty, are sometimes mailed to stockholders with their January dividend checks. Swift & Company has followed this plan for many years and stockholders look forward to receiving these useful reminders each year. (See also Chapter 25, "Specialties for Increasing Sales.")

Agency's Experience with Media: Unless a sales manager has had wide experience with buying consumer advertising, it is best for him to confine himself to deciding upon the markets to be covered and to depend upon an advertising agency or advertising counsel to make specific recommendations as to media. Buying advertising space in consumer publications is a business in itself. While it has been greatly simplified and standardized since the formation of the Audit Bureau of Circulations, it still presents many pitfalls.

Copyright Laws of the United States

For Works Reproduced in Copies for Sale

The first term of copyright is for 28 years.

1. *Publish the work with the copyright notice* "Copyright, 19 - (year date of publication) by — (name of copyright proprietor)," *or with the symbol* ©

The name of the copyright proprietor given in the notice should be the name of the person, firm, or corporation owning the copyright on the date of publication

2 Promptly after the date of publication (the earliest date on which the work was placed on sale sold, or publicly distributed), send to the Copyright Office two copies of the best edition of the work, with application for registration and a *check* or *money order* payable to the Register of Copyrights for the registration fee of $4 00 (In some cases photographs may be accepted instead of copies, ask for such special instructions)

In the case of books (including pamphlets, leaflets, or single pages) which have been printed from type set or plates made therefrom or by lithographic or photengraving process, the copies deposited must be accompanied by an affidavit, under the official seal of an officer authorized to administer oaths stating that the typesetting, printing, and binding of the book have been performed within the United States

This affidavit is not required in the case of a book of foreign origin in languages other than English, nor in the case of a printed play in any language. In the case of books first published abroad in the English language ask for special instructions.

In the case of contributions to periodicals send one complete copy of the periodical containing the contribution with application and fee No affidavit is required

Only one copy is required to be deposited in the case of a work by an author who is a citizen or subject of a foreign state or nation, if the work has been published in a foreign country An amendatory act of June 3, 1949, offers an alternative as to the number of copies required in lieu of a registration fee

For Works Not Reproduced in Copies for Sale

Copyright also may be had of certain classes of works (see *a b c, etc* below) of which copies are not reproduced for sale by filing in the Copyright Office an application for registration, with the fee of $4 00 sending along

(*a*) In case of lectures or other oral addresses or of dramatic or musical compositions *one complete manuscript or typewritten copy*

(*b*) As to photographs not for general circulation *one photographic print*

(*c*) In the case of works of art (paintings drawings sculpture) or plastic works of a scientific or technical character *one photograph or other identifying reproduction*

(*d*) In the case of *motion picture photoplays* a title and description with one print taken from each scene or act

(*e*) In the case of *motion pictures other than photoplays* a title and description with not less than two prints taken from different sections of a complete picture

In the case of each of the works here noted not reproduced in copies for sale the law requires that a second deposit of copies as published be made upon publication

The statutory fee for registration of any work except commercial prints and labels for which the fee is $6 00 is $4 00 which also pays for a certificate of registration under seal In the case of several volumes of the same *book* published and deposited at the same time only one registration at one fee is required

Renewal of Copyright The second term of copyright is also for 28 years

Renewal registration can be made only during the last year of the first term of copyright, and only for an additional term of 28 years under Title 17, United States Code

The formality now required is the filing of the renewal application at the proper time (during the last year of the first term of copyright protection), accompanied by the statutory fee of $2 00 No copies of the work upon which renewal is claimed need be sent

Copyright Notice 'The notice of copyright required by section 10 of this title shall consist either of the word Copyright the abbreviation 'Copr or the symbol © accompanied by the name of the copyright proprietor, and if the work be a printed literary musical or dramatic work the notice shall include also the year in which the copyright was secured by publication In the case however of copies of works specified in subsections (f) to (k) * inclusive of section 5 of this title the notice may consist of the letter c enclosed within a circle thus © accompanied by the initials monogram mark, or symbol of the copyright proprietor *Provided*, That on some accessible portion of such copies or of the margin back permanent base or pedestal or of the substance on which such copies shall be mounted his name shall appear " (17 U S C sec 19 as amended)

Same Place of Application "The notice of copyright shall be applied in the case of a book or other printed publication upon its title page or the page immediately following or if a periodical either upon the title page or upon the first page of text of each separate number or under the title heading, or if a musical work either upon its title page or the first page of music One notice of copyright in each volume or in each number of a newspaper or periodical published shall suffice ' (17 U S C sec 20)

Universal Copyright Convention· Anyone wanting to get copyright protection abroad as provided by this new copyright convention (effective September 16 1955) should write the Register of Copyrights at the Library of Congress, as to its provisions

*The following are the classes of work "specified in subsections (f) to (k)" (f) Maps, (g) Works of art models or designs for works of art (h) Reproductions of a work of art; (i) Drawings or plastic works of a scientific or technical character, (j) Photographs, (k) Prints and pictorial illustrations, including commercial prints or labels

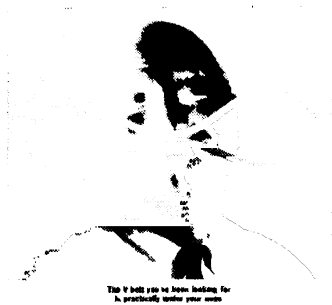
Chapter 20

TRADE AND TECHNICAL ADVERTISING

SALES promotion depends upon trade and technical advertising to reach specialized markets with a specialized sales appeal. Its influence is very largely concentrated in industrial and mercantile centers and is directed at the individual buyer or an industrial or mercantile unit, rather than broad groups of consumers as is the case of consumer advertising. It renders a highly important service to national consumer advertising, but it is a service which is largely supplementary or auxiliary. The principal mediums used in connection with this kind of advertising are business papers (sometimes erroneously referred to as "trade papers"), direct-mail, trade directories, and general reference advertising.

Due to the selective nature of the circulation of the better business papers published in trade and technical fields, the advertising rate per page per thousand circulation is much higher than in the case of general publications, although the rate per page due to the limitations on the number of subscribers a business paper needs to cover its field is less. The average rate for a well-edited business paper, which conforms to the standards of practice of the Associated Business Publications (furnishing advertisers with verified circulation audits) is a few dollars per page more per thousand subscribers than the average rate in general publications for the same space. This higher milline rate reflects the cost of maintaining coverage in the industry or field where the publication circulates.

The circulation problem of a business paper is entirely different from that of a general magazine or even a class publication, since the emphasis is on quality of subscribers rather than quantity. Out of some 2,000 business papers published in the United States and Canada only about 10 per cent subscribe to and con-

form to the standards of practice of the Associated Business Publications, which puts the interests of the subscriber ahead of the interests of the advertiser.

The idea that "The V-Belt you've been looking for is practically under your nose" is the topic of this whimsical illustration in an N. W. Ayre & Son advertisement.

Penetrating the Market: Getting a new account or making a large sale usually involves many people. There is the person who places the order, possibly the purchasing agent, upon whom the salesman calls. Then there is the person who requisitions the material or service. He may be one of several supervisors or department managers. There are, in the case of some plants, the persons who will use the material. And lastly, and very importantly, there is the executive who may have to O.K. the order before it can clear the purchasing department. To reach and influence all these people is a major problem in sales promotion. It is a job that business papers do especially well.

By checking the markets a sales promotional activity is designed to reach, with business papers which cover them to best advantage, it is often possible to greatly increase the results from a promotion. Advertising tying in with the promotion can be placed in business papers whose circulation is concentrated on these target groups, at a relatively low cost. Even though other ways may also be used to reach these groups, such as direct mail, the double coverage obtained through business paper advertising assures deeper penetration of the largest and most

important companies, which as a rule buy about 70 per cent of what is sold to an industry. A weakness in sales promotional planning is failure to spread the appropriation on the basis of buying importance. A one-shot promotional effort may be all right for the one-man plant, but it would hardly do a job on the General Electric Company or International Harvester.

This matter of adequate penetration is especially important in selling to industry. In a large industrial operation, where a company has several plants in various localities, it is difficult to maintain a reliable mailing list of the "men to see." Your own salesmen may not be seeing the right people. They may be calling on the purchasing agent, when the man who initiates the order is the refrigeration engineer or some other person not available to the salesman. Then, too, personnel changes are numerous these days. This is especially true of the larger companies. Technical papers going into these establishments, even though directed to a certain individual, have a way of circulating through the department or plant, so that your message finds its way into the hands of everyone who is interested enough in his job to keep posted on new developments.

Buying Influence of Trade Papers: A common objection voiced by persons whose impressions of trade papers are based on their own evaluation of them is that, "nobody reads them." Several years ago, E. I. du Pont de Nemours & Co., Inc., polled a list of 16,841 customers, suppliers, and selected industrial buyers to determine which type of sales promotion and advertising influenced purchases in their establishments.

Nearly all Du Pont customers and prospects look to some printed source, the survey disclosed, when attempting to locate general information about industrial supplies and equipment. Trade and technical publications were mentioned by 79 per cent; manufacturers' catalogs, 60 per cent; and direct mail, 50 per cent. About 73 per cent mentioned manufacturer's men as an important source of information.

As to reading of ads in trade and technical publications, only 4 of the 1,420 said they never read them and only 20 said they seldom read them. On a question of whether information contained in a manufacturer's advertising is valuable in the respondent's work, 89 per cent said yes. Helpfulness of the manufacturer's advertising in discussing the advertised product with a salesman was affirmed by 86 per cent.

On the degree of influence exerted on buying decisions, 52.5 per cent classified themselves as a direct influence on purchase

of materials or ingredients. Direct or indirect influence, or both. was asserted by 80.5 per cent of all the respondents.

Direct influence on purchase of operating supplies was indicated by 46.7 per cent, indirect influence by 25.8 per cent. Direct influence on plant and production equipment purchases was reported by 39.5 per cent, indirect influence by 32 per cent.

The fact that 79 per cent of those replying to the questionnaire stated they read trade and technical publications to obtain information about materials and products they were interested in purchasing, pretty well explodes any lingering, mistaken ideas businessmen may have about the buying influence of these media.

Picking a List of Business Papers: A well-edited business or technical publication has a definite place in the sales promotion plan because it helps to create acceptance for the products advertised in it. For example, most business papers publish articles which assist subscribers to reduce costs. It is for such articles that businessmen buy business papers. They do not buy them to be entertained or amused, but for ideas which help them to be more successful. Therefore the readers of a business paper read, and pass along to their associates, articles which bear upon current management problems. Since companies making equipment or accessories for use in the industry usually sell them on the basis of cost-cutting ability, those who advertise in business papers reap the benefit of the "spade work" done by the editor. The articles on cutting costs by modernizing the plant or office alert the reader to the advantages of better equipment and make him more receptive to the advertiser's message.

This plowing of the ground, which every business paper does to some extent, has an important relation to its value as an advertising medium. It is quite as important as coverage, the number of subscribers, or even the cost per page. It is conceivable that a business paper with 5,000 carefully picked, and well-conditioned subscribers might be a better buy at the same page rate, than a business paper with 10,000 subscribers who are not so carefully selected and only superficially conditioned.

The shrewd advertiser in business papers therefore judges a medium by the character of its editorial contents rather than by its circulation statement. Above all, he wants to place his advertising in publications which are helping him to promote the sale of the kind of products he sells. But at the same time, he turns thumbs down on papers which make it a practice to publish "puffs" about certain products in their editorial columns.

A business paper which stoops to that method of attracting advertising soon loses the confidence of its readers, and any business paper which has not the reader's confidence is a poor advertising medium. It is like employing a salesman whom customers do not trust. Another good way to test the value of a business paper as an advertising medium is to carefully check the way it gets its circulation. The most responsive circulation is usually that which is sold by mail without any special inducements.

Advertising to Help Salesmen: The greatest returns from trade and technical advertising are the reductions effected in the cost of selling, especially the cost of employing salesmen. It requires less sales effort to obtain interviews and orders for a company or a product which is well and favorably known than one which is not well known or, perhaps, unfavorably known to the prospective buyer. The rising costs of utilizing salesmen make this a matter of growing concern in sales management. Among the ways well-planned trade and technical advertising help a salesman are:

1. Paving the way for salesmen's calls by educating the prospect in advance.
2. Obtaining direct inquiries for salesmen to follow up.
3. Confirming salesmen's verbal statements with printed statements from the company.
4. Multiplying a salesman's contacts.
5. Introducing and "building up" the salesman in advance of his calls.
6. Training salesmen in the most effective selling procedure.
7. Stimulating effort through special drives and contests.
8. Pre-establishing and ensuring the company's leadership.
9. Supplying selling ideas that make interviews more productive.
10. Facilitating the supervision of salesmen.
11. Providing regular sources of inspiration and instruction.
12. Promoting sales meetings and conventions.
13. Attracting the highest type of salesmen.
14. Assisting salesmen to concentrate on their best prospects and customers.

Advertising to Strengthen Dealer Relations: In the same way advertising in influential business papers, which reach all factors in the distribution of a product for resale, cuts the cost of maintaining the dealer organization. Such advertising is both informative and stimulative. While it is true not all dealers read business papers as faithfully as industrial executives, reader surveys show that most merchants and executives of mercantile establishments which do the bulk of the business, and are there-

fore all-important to the manufacturer, depend upon trade publications for new merchandising ideas and trade news. Some of the ways advertising in trade papers helps dealer relations are:

1. Obtaining new dealers.
2. Acquainting dealers with selling points of the product.
3. Providing dealers with merchandising plans and ideas.
4. Selling the advertising program to dealers.
5. Educating retail clerks in better selling methods.
6. Inquiries from national advertising for local dealers to follow up.
7. Explaining house policies which safeguard the dealers' interests.
8. Giving distributors' salesmen helpful facts and suggestions which they can pass along to dealers.
9. Furnishing ideas for windows and store displays.
10. Advisory assistance in matters of advertising, collection, financing, etc.
11. Promoting contests among dealers and clerks.
12. Promoting traveling exhibits, merchandise shows and other affairs in dealers' communities.

Supporting Consumer Advertising: There is a growing practice on the part of national advertisers to spend a larger proportion of their total appropriations for advertising in business papers and in mail campaigns to carefully selected lists. Prior to the war there was a theory, frequently voiced by advertising space salesmen, that if the appropriation in general mediums was large enough, supplementary advertising to the trade was unnecessary. The dealers would see the ads in the consumer publications anyway. This theory has been exploded. The success attained by general magazines, such as *Vogue,* which issued special "trade editions" designed to acquaint dealers with the national advertising support being given to products sold over their counters has been notable. It showed that national advertising to consumers could be made more effective when those responsible for the resale of the product were informed in advance about the consumer campaign. So today increasing attention is being given to "merchandising the advertising" through the use not only of trade papers, but direct mail to lists of dealers and prospective dealers. The importance of reaching down into large mercantile establishments is so great, that both mediums are required to obtain "saturation." The former practice of depending entirely upon salesmen to do that job has been found too costly. It can be done better and cheaper through advertising, and allowing salesmen to devote all their time to actual selling.

Among the ways which supplementary advertising of this sort increases the results of national consumer advertising are:

1. Republishing newspaper and magazine advertisements with suitable explanations.
2. Tying up local advertising with national advertising.
3. Giving radio advertising trade support.
4. Converting advertising inquiries into sales.
5. Teaching distributors how to merchandise the advertising in store displays.
6. Teaching dealers how to capitalize on the advertising through local direct-mail campaigns.
7. Stimulating trade inquiries by offering educational booklets and folders.
8. Engaging the merchandising cooperation of newspapers, magazines, radio stations, poster plants, etc.
9. Following up dealers about inquiries.
10. Gathering facts, testimonials, etc., to use in advertising.

Copy for Business Papers: One of the reasons that some advertisers are not getting better results from the money they invest in trade and technical advertising is poor copy. The specialized nature of business papers calls for the use of equally specialized advertising copy. It should be aimed specifically at the executives or individuals who subscribe to the paper to provide them with trade and technical information they cannot obtain in general magazines. It should, therefore, adhere to the editorial policy of each particular business paper the advertiser uses. It should be written by technicians who understand the problems of these readers. It should be specific and factual, taking up where the editorial content of the publication leaves off. In other words, the editor of a business paper plows the field for the sales seeds which the advertising sows. The editorial columning of the business paper conditions the reader to receive and act upon the buying suggestions he finds in the publication's advertising columns.

Many of the large advertisers, for that reason, prepare their own advertising copy for use in trade and technical publications, General Electric Company being a case in point. On the other hand, there has been a tendency for some of the better advertising agencies to install departments for the preparation of specialized advertising copy. Such commissions as the agency may receive from publishers are credited against a flat fee. Other advertisers find it advantageous to have their trade and technical advertising copy prepared by an agency specializing in mercantile and industrial fields. The relatively small billings from business papers, compared to general media like the *Saturday Evening Post,* make this service unattractive to most advertising agencies. Their profits in the main come from business placed

with publications having rates substantially higher than those of most business and technical publications.

The most effective copy for use in trade and technical papers aims to establish the advertiser as headquarters for a specific product or service. It usually has a strong "how" or testimonial appeal. Its purpose is to condition the field or market covered by a particular publication to accept the advertiser's products; thus breaking down sales resistance for the advertiser's salesmen and reaching down into a buying unit to influence the various individuals, who have a voice in getting the product specified. While the salesman may secure the actual order from the purchasing agent, it is highly important to reach all those in the field who initiate orders. For example, in marketing a machine tool if acceptance for a particular tool has been created throughout an industrial unit by well-planned advertising in publications read by the engineering, production, and purchasing personnel, as well as by top management, the salesman's work will be greatly reduced. Good advertising copy does that sort of market conditioning job. Inquiries, while important, are secondary to the value of the advertising from a prestige-building standpoint. That is why the practice of some advertisers, and of too many advertising agencies, of preparing one piece of copy and running it in a long list of assorted business papers is to be condemned. It is unfair to the agency preparing the copy, unfair to the advertiser, and unfair to the publications in which it is used.

Media for Advertising and Publicity

A selected list of newspapers and radio and television stations for advertising, publicity, and public relations purposes. (See footnote at end.) For rates, write direct to media or consult the current *Standard Rate and Data Service* catalogs

State and City	Newspapers	Radio	TV
ALABAMA			
Birmingham	News (e) Post-Herald (m)	WATV (CBS) WYDE (ABC-I) WAPI (NBC) WBRC (MBS) WCRT (ABC-E)	WAPI-TV (NBC, CBS) WBRC-TV (ABC, CBS)
Mobile	Press (e) Register (m)	WGOK (MBS) WLIQ (ABC-I) WMOO (ABC-E) WUNI (NBC) WKRG (CBS)	WALA-TV (NBC) WEAR-TV (ABC) WKRG-TV (CBS)
Montgomery	Advertiser (m) Journal (e)	WFMI (ABC-E) WCOV (CBS, NBC) WMGY (MBS)	WCOV-TV (CBS) WSFA-TV (NBC) WKAB-TV (ABC)
ALASKA			
Anchorage	News (m) Times (e)	KENI (ABC, NBC) KFQD (CBS)	KENI-TV (ABC, NBC) KTVA (CBS)
Fairbanks	News-Minor (e)	KFRB (CBS) KFAR (NBC, ABC)	KFAR-TV (NBC, ABC) KTVF-TV (CBS)
Juneau	Empire (e)	KINY	KINY-TV (CBS, ABC)
ARIZONA			
Phoenix	Gazette (e) Republic (m)	KBUZ (ABC-E) KPHO (MBS) KOOL (CBS) KOY (ABC-I) KTAR (NBC)	KOOL-TV (CBS) KTAR-TV (NBC) KTVK (ABC)
Tucson	Citizen (e) Star (m)	KCUB (MBS) KOLD (CBS) KCEE (NBC) KTUC (ABC-I)	KGUN-TV (ABC) KOLD-TV (CBS) KVOA-TV (NBC)
ARKANSAS			
Little Rock	Arkansas Democrat (e) Arkansas Gazette (m)	KALD (MBS) KARK (NBC) KXLR (ABC-I)	KARK-TV (NBC) KATV (ABC) KTVH-TV (CBS)
CALIFORNIA			
Bakersfield	Californian (e)	KPMC (ABC-I-E) KBIS (CBS) KERN (MBS) KGEE (NBC)	KBAK-TV (CBS) KERO-TV (NBC) KLYD-TV (ABC)
Fresno	Bee (e)	KARM (ABC-I-E) KFRE (CBS) KMJ (NBC) KIRV (MBS)	KMJ-TV (NBC) KFRE-TV (CBS) KJEO-TV (ABC)
Long Beach	Independent (m) Press-Telegram (e)	KGER	
Los Angeles	Citizen-News (Hollywood) (e) Herald Examiner (e) Times (m)	KABC (ABC-I) KFI (NBC) KDAY (ABC-E) KRKD (MBS) KNX (CBS)	KABC-TV (ABC) KNXT (CBS) KNBC (NBC)
Oakland	Tribune (e)	KNEW	
Sacramento	Bee (e) Union (m)	KJAY (MBS) KCRA (NBC) KFBK (CBS)	KCRA-TV (NBC) KXTV (CBS) KOVR (Stockton) (ABC)
San Diego	Tribune (e) Union (m)	KFMB (CBS) KSDO (MBS) KOGO (NBC) KSON (ABC-I)	KFMB-TV (CBS) KOGO-TV (NBC) XETV (Tijuana) (ABC)
San Francisco	Chronicle (m) Examiner (e) Wall St. J'l (Pcfc. Ed.)	KCBS (CBS) KKHI (MBS) KGO (ABC-I) KNBR (NBC) KSAY (ABC-E)	KGO-TV (ABC) KPIX (CBS) KRON-TV (NBC)

Source: Standard Rate & Data Service, Inc.

Media for Advertising and Publicity

State and City	Newspapers	Radio	TV
California—*Cont.* Santa Barbara	News-Press (e)	KTMS (NBC) KDB (ABC-I)	KEYT (ABC)
Colorado Denver	Post (e) Rocky Mt. News (m)	KBTR (ABC-I) KOSI (MBS) KLZ (CBS) KOA (NBC) KOXI (ABC-E)	KBTV (ABC) KLZ-TZ (CBS) KOA-TV (NBC)
Connecticut Bridgeport	Post (e) Telegram (m)	WNAB (MBS)	
Hartford	Courant (m) Times (e)	WEXT (MBS) WINF (CBS) WRYM (ABC-E) WTIC (NBC)	WHNB-TV (New Brtn.) (NBC) WNHC-TV (New Hvn.) (ABC) WTIC-TV (CBS)
New Haven	Journal-Courier (m) Register (e)	WCDQ (MBS)	WNHC-TV (ABC)
Delaware Wilmington	News (m) Journal (e)	WDEL (NBC) WILM (MBS)	
District of Columbia	News (e) Post (m) Star (e)	WOOK (MBS) WMAL (ABC-I) WRC (NBC) WTOP (CBS) WPIX (ABC-E)	WMAL-TV (ABC) WRC-TV (NBC) WTOP-TV (CBS)
Florida Jacksonville	Fla. Times-Union (m) Journal (e)	WZOK (ABC-I-E) WJAX (NBC) WMBR (MBS) WIVY (CBS)	WFGA-TV (ABC, NBC) WJXT (CBS, ABC)
Miami	Herald (m) News (e) Sun (Miami Beach) (e)	WGBS (ABC-I) WIOD (NBC) WKAT (CBS)	WCKT (NBC) WLBW-TV (ABC) WTVJ (CBS)
Orlando	Sentinel (m) Star (e)	WHOO (ABC-C) WHIY (MBS) WDBO (CBS) WKIS (NBC)	WDBO-TV (CBS) WESH (Daytona Beach) (NBC WFTV (ABC)
Tampa	Times (e) Tribune (m)	WINQ (CBS) WFLA (NBC) WALT (MBS)	WSUN-TV (St. Pet'sb'g) (ABC) WFLA-TV (NBC) WTVT (CBS)
Georgia Atlanta	Constitution (m) Journal (e) World (m)	WBIE (CBS) WOMN (ABC-E) WSB (NBC) WGUN (MBS)	WAGA-TV (CBS) WAII-TV (ABC) WSB-TV (NBC)
Hawaii Honolulu	Advertiser (m) Star-Bulletin (e) Times (e)	KHVH (CBS) KGU (NBC)	KGMB-TV (CBS) KHVH-TV (ABC) KHON-TV (NBC)
Idaho Boise	Statesman (m)	KIDO (NBC) KBOI (CBS) KGEM (ABC-I)	KBOI-TV (CBS) KTVB (ABC, NBC)
Illinois Chicago	Chicago's American (e) Daily News (e) Sun-Times (m) Tribune (m) Wall Street Journal (Midwest Ed.) (m)	WBBM (CBS) WCFL (MBS) WGN WIND WJJD WLS (ABC-C) WMAQ (NBC) WWCA (ABC-E)	WBBM-TV (CBS) WBKB (ABC) WGN-TV WMAQ-TV (NBC)
Peoria	Journal Star (m & e)	WMBD (CBS) WXCL (NBC) WPEO (MBS)	WEEK-TV (NBC) WTVH (ABC) WMBD-TV (CBS)
Rock Island	Argus (e)	WHBF (CBS)	WHBF-TV (CBS)
Rockford	Star (m) Register-Republic (e)	WROK (ABC-C) WLUV (MBS)	WREX-TV (ABC) WTVO (NBC) WCEE-TV (CBS)

Media for Advertising and Pubicity

State and City	Newspapers	Radio	TV
ILLINOIS—*Cont.*			
Springfield	Ill. State Journal (m) Ill. State Register (e)	WCVS (ABC-C) WMAY (NBC) WTAX (CBS)	WCIA (Champaign) (CBS) WICS (NBC) WTVP-TV (Decatur) (ABC)
INDIANA			
Bloomington	Herald-Telephone (e) Tribune (e)	WTTS	
Evansville	Courier (m) Press (e)	WGBF (NBC) WROZ (ABC-I)	WEHT-TV (CBS) WFIE-TV (NBC) WTVW (ABC)
Fort Wayne	Journal-Gazette (m) News-Sentinel (e)	WGL (ABC-E) WKJG (NBC) WLYV (MBS)	WANE-TV (CBS) WKJG-TV (NBC) WPTA (ABC)
Indianapolis	News (e) Star (m)	WFBM (NBC) WIRE (CBS) WXLW (MBS) WGEE (ABC-E)	WFBM-TV (NBC) WISH-TV (CBS) WLW-I (ABC)
South Bend	Tribune (e)	WNDU (ABC-I) WSBT (CBS)	WNDU-TV (NBC) WSBT-TV (CBS) WSJV-YV (Elkhart) (ABC)
IOWA			
Ames	Tribune (e)	KASI	WOI-TV (ABC)
Des Moines	Register (m) Tribune (e)	KSO (ABC-I) KCBC (MBS) KRNT (CBS) WHO (NBC)	KRNT-TV (CBS) WHO-TV (NBC) WOI-TV (Ames) (ABC)
Sioux City	Journal (m & e)	KSCJ (ABC-I-E) KMNS (MBS)	KVTV (ABC) KTIV (NBC, ABC)
Waterloo	Courier (e)	KXEL (ABC-I-E) KWWL (MBS)	KWWL-TV (NBC)
KANSAS			
Topeka	Capital (m) State Journal (e)	KTOP (NBC) WIBW (CBS) WREN (ABC-I-E)	KTSB (NBC) WIBW-TV (CBS)
Wichita	Eagle (m) Eagle & Beacon (e)	KAKE (ABC-I-E) KFH (CBS) KFDI (NBC)	KAKE-TV (ABC) KARD-TV (NBC) KTVH-TV (CBS)
KENTUCKY			
Louisville	Courier-Journal (m) Times (e)	WHEL (ABC-E) WAVE (NBC) WHAS (CBS) WXVW (MBS), (ABC-I)	WHAS-TV (CBS) WLKY (ABC) WAVE-TV (NBC, ABC)
LOUISIANA			
New Orleans	States-Item (e) Times-Picayune (m)	WBOK (MBS) WDSU (NBC) WSMB (ABC-E) WWL (CBS)	WDSU-TV (NBC) WVUE (ABC) WWL-TV (CBS)
Shreveport	Journal (e) Times (m)	KRMD (NBC) KWKH (CBS) KCIJ (MBS)	KSLA-TV (CBS) KTBS-TV (ABC) KTAL-TV (NBC)
MAINE			
Portland	Express (e) Press Herald (m)	WCSH (NBC) WGHM (MBS) WPOR (CBS)	WCSH-TV (NBC) WGAN-TV (CBS) WMTW-TV (ABC)
MARYLAND			
Baltimore	News-American (e) Sun (m)	WITH (MBS) WBAL (NBC) WAYE (CBS) WWIN (ABC) WISL (ABC-E)	WBAL-TV (NBC) WJZ-TV (ABC) WMAR-TV (CBS)
MASSACHUSETTS			
Boston	Chr. Sci. Monitor (e) Globe (m & e) Herald-Traveler (m) Record American (m)	WBOS (MBS) WCOP (NBC) WEEI (CBS)	WBZ-TV (NBC) WHDH-TV (CBS) WNAC-TV (ABC)
Springfield	News (e) Union (m)	WACE (CBS) WMAS (MBS), (ABC-E)	WHYN-TV (ABC) WWLP (NBC)

State and City	Newspapers	Radio	TV
MASS.—*Cont.*			
Worcester	Gazette (e) Telegram (m)	WTAG (NBC) WAAB (ABC-C) WNEB (CBS)	WWOR (NBC)
MICHIGAN			
Adrian	Telegram (e)	WABJ	
Battle Creek	Enquirer & News (e)	WKFR (ABC-C) WBCK (NBC)	
Detroit	Free Press (m) News (e)	WJBK (MBS) WJR (CBS) WEXL (ABC-I) WWJ (NBC) WXYZ (ABC-E)	WJBK-TV (CBS) WWJ-TV (NBC) WXYZ-TV (ABC)
Flint	Journal (e)	WFDF (NBC) WKMF (ABC-E) WMRF (MBS)	WJRT (ABC)
Grand Rapids	Press (e)	WMAX (MBS) WJEF (CBS) WLAV (ABC-C) WOOD (NBC) WJPW (ABC-E)	WOOD-TV (NBC) WZZM-TV (ABC)
Kalamazoo	Gazette (e)	WKZO (CBS) WKLZ (MBS)	WKZO-TV (CBS)
Lansing	State Journal (e)	WJIM (NBC) WITL (MBS)	WJIM-TV (CBS) WILX-TV (NBC)
Saginaw	News (e)	WSGW (CBS) WSAM (NBC) WBCM (ABC-E) WXOX (MBS)	WKNX-TV (CBS) WNEM-TV (NBC)
MINNESOTA			
Duluth	Herald (e) News Tribune (m)	KDAL (CBS) WDSM* (NBC) WAKX (MBS) WWJC* (ABC-F)	KDAL-TV (ABC, CBS) WDIO-TV (ABC) WDSM-TV (Superior) (NBC)
Minneapolis	Star (e) Tribune (m)	KRSI (ABC-E) WCCO (CBS) WLOL (MBS)	KMSP-TV (ABC) WCCO-TV (CBS)
St. Paul	Dispatch (e) Pioneer Press (m)	KSTP (NBC) WMIN (ABC-I)	KSTP-TV (NBC)
MISSISSIPPI			
Jackson	Clarion-Ledger (m) News (e)	WJQS (MBS) WSLI (ABC-E) WJDX (NBC)	WJTV (CBS, ABC) WLBT (ABC, NBC)
MISSOURI			
Kansas City	Star (e) Times (m)	KCCK (ABC-E) WDAF (NBC) KCMO (CBS) KBEA (MBS)	KCMO-TV (CBS) KMBC-TV (ABC) WDAF-TV (NBC)
St. Joseph	Gazette (m) News-Press (e)	KFEQ KKJO	KFEQ-TV (ABC)
St. Louis	Globe-Democrat (m) Post-Dispatch (e)	KMOX (CBS) KSD (NBC) KWK (MBS) WIL (ABC-I) WEW (ABC-E)	KMOX-TV (CBS) KSD-TV (NBC) KTVI (ABC)
MONTANA			
Great Falls	Leader (e) Tribune (m)	KFBB (CBS) KARR (NBC) KMON (ABC-I)	KFBB-TV (ABC) KRTV (NBC, CBS)
Helena	Independent-Record (e)	KBLL (NBC)	KBLL-TV (NBC, ABC)
NEBRASKA			
Omaha	World-Herald (m & e)	KBON (ABC-I-E) KFAB (NBC) WOW (CBS) KOOO (MBS)	KETV (ABC) KMTV (NBC) WOW-TV (CBS)
NEVADA			
Carson City	Nevada Appeal (e)	KPTL	

*Superior, Wisconsin

Media for Advertising and Publicity

State and City	Newspapers	Radio	TV
NEVADA—*Cont.*			
Las Vegas	Review-Journal (e) Sun (m)	KRAM (ABC-I-E) KENO (MBS) KLAV (CBS) KORK (NBC)	KLAS-TV (CBS) KORK-TV (NBC) KSHO-TV (ABC)
Reno	Gazette (e) Nev. State Journal (m)	KONE (ABC-C) KBET (ABC-I-E) KOH (NBC) KOLO (MBS)	KCRL (NBC, ABC) KOLO-TV (CBS)
NEW HAMPSHIRE			
Concord	Monitor (e)	WKXL (CBS)	
Manchester	Union Leader (m)	WGIR (NBC)	WMUR-TV (ABC)
NEW JERSEY			
Jersey City	Jersey Journal (e)		
Newark	News (e) Star-Ledger (m)	WJRZ (ABC-E) WNJR	
Trenton	Times (e)	WBUD (NBC) WTTM (MBS)	
NEW MEXICO			
Albuquerque	Journal (m) Tribune (e)	KRZY (ABC-I) KGGM (CBS, MBS) KOB (NBC)	KGGM-TV (CBS) KOAT-TV (ABC) KOB-TV (NBC)
Santa Fe	New Mexican (m)	KVSF (MBS)	
NEW YORK			
Albany	Knickerb'ker News (e) Times-Union (m)	WABY (ABC-E) WOKO (MBS) WROW (CBS)	WAST (ABC) WTEN-TV (CBS)
Binghamton	Press (e) Sun-Bulletin (m)	WKOP (MBS) WINR (NBC) WNBF (CBS)	WBJA-TV (ABC) WINR-TV (NBC) WNBF TV (CBS)
Buffalo	Courier-Express (m) News (e)	WBEN (CBS) WGR (NBC) WWOL (MBS) WMMJ (ABC-E)	WBEN-TV (CBS) WGR-TV (NBC) WKBW-TV (ABC)
New York City	Long Island Press (e) Long Isl. Star-J'l (e) News (m) Post (e) Times (m) Wall Street Journal (m)	WABC (ABC-C) WADO WBNX WCBS (CBS) WBAB (ABC-E) WEVD WHN (MBS) WHOM WINS WLIB WMCA WNBC (NBC) WOR WQXR	WABC-TV (ABC) WCBS-TV (CBS WNBC-TV (NBC)
Rochester	Democrat & Chr'cl(m) Times-Union (e)	WHEC (CBS) WROC (NBC) WNYR (MBS)	WHEC-TV (CBS) WOKR-TV (ABC) WROC-TV (NBC)
Schenectady	Gazette (m) Union-Star (e)	WGY (NBC)	WGRB-TV (NBC)
Syracuse	Herald-Journal (e) Post-Standard (m)	WFBL (ABC-E) WHEN (CBS) WSYR (NBC) WOLF (MBS)	WHEN-TV (CBS) WSYR-TV (NBC) WNYS-TV (ABC)
Utica	Observer-Dispatch (e) Press (m)	WIBX (CBS) WRUN (ABC-I)	WKTV (NBC, ABC)
NORTH CAROLINA			
Charlotte	News (e) Observer (m)	WCGC (ABC-E) WBT (CBS) WSOC (NBC) WWOK (MBS)	WBTV (CBS, ABC) WSOC-TV (NBC, ABC)
Durham	Herald (m) Sun (e)	WDNC (CBS) WSSB (MBS)	WTVD (CBS, NBC)

State and City	Newspapers	Radio	TV
N. CAROLINA—*Cont.*			
Greensboro	News (m) Record (e)	WCOG (MBS) WBIG (CBS) WGBG (ABC-I)	WGHP-TV (ABC) WFMY-TV (CBS)
Raleigh	News & Observer (m) Times (e)	WPTF (NBC)	WRAL-TV (ABC, NBC)
Winston-Salem	Journal (m) Twin City Sentinel (e)	WFCF (MBS) WSJS (NBC)	WSJS-TV (NBC)
NORTH DAKOTA			
Bismarck	Tribune (e)	KBOM (MBS) KFYR (NBC) KBMR (CBS)	KFYR-TV (NBC, ABC)
Fargo	Forum (m & e)	WDAY (NBC) KFGO (ABC-I)	KXJB-TV (CBS) WDAY-TV (NBC) KTHI-TV (ABC)
OHIO			
Akron	Beacon Journal (e)	WCUE (MBS) WOIO (CBS)	WAKR-TV (ABC)
Cincinnati	Enquirer (m) Post & Times-Star (e)	WNOP (CBS) WLW (NBC) WZIP (MBS)	WCPO-TV (CBS) WKRC-TV (ABC) WLWT-TV (NBC)
Cleveland	Plain Dealer (m) Press (e)	WERE (CBS) WKYC (NBC)	WKYC-TV (NBC) WEWS (ABC) WJW-TV (CBS)
Columbus	Citizen-Journal (m) Dispatch (e)	WLW (NBC) WBNS (CBS) WMNI (MBS) WTVN (ABC-E)	WBNS-TV (CBS) WLWC-TV (NBC) WTVN-TV (ABC)
Dayton	Journal Herald (m) News (e)	WAVI (MBS) WHIO (CBS)	WHIO-TV (CBS) WLWD (ABC, NBC) WKEF (NBC)
Toledo	Blade (e, & Sat. m) Times (m, Mon.-Fri.)	WTTO (ABC-I-F) WOHO (ABC-C) WSPD (NBC) WTOD (MBS)	WSPD-TV (ABC, NBC) WTOL-TV (CBS)
Youngstown	Vindicator (e)	WBBW (MBS), (ABC-E) WFMJ (NBC) WKBN (CBS)	WFMJ-TV (NBC) WKBN-TV (CBS) WYTV-TV (ABC)
OKLAHOMA			
Oklahoma City	Journal (m) Oklahoman (m) Times (e)	KOCY (NBC) KLPR (MBS) KTOK (ABC-I) WNAD (CBS)	KOCO-TV (Enid) (ABC) KWTV (CBS) WKY-TV (NBC)
Tulsa	Tribune (e) World (m)	KOME (ABC-I), (CBS) KTOW (MBS) KVOO (NBC)	KOTV (CBS) KTUL-TV (ABC) KVOO-TV (NBC)
OREGON			
Portland	Oregon Journal (e) Oregonian (m)	KPOJ (MBS) KKEY (ABC-E) KGAR (ABC-C) KGW (NBC) KOIN (CBS) KWJJ (ABC-I)	KGW-TV (NBC) KOIN-TV (CBS) KPTV (ABC)
PENNSYLVANIA			
Altoona	Mirror (e)	WTRN (MBS) WRTA (ABC-I)	WFBG-TV (CBS)
Erie	News (m) Times (e)	WRIE (ABC-E) WWYN (NBC) WWGO (CBS) WJET (MBS)	WICU-TV (NBC) WSEE-TV (CBS)
Harrisburg	News (e) Patriot (m)	WHYL (ABC-F) WHP (CBS) WKBO (NBC) WCMB (MBS)	WHP-TV (CBS) WTPA-TV (ABC)
Johnstown	Tribune-Democrat	WARD (CBS) WCRO (MBS) WJAC (NBC)	WARD-TV (CBS) WJAC-TV (NBC)

Media for Advertising and Publicity

State and City	Newspapers	Radio	TV
PENNA.—*Cont.*			
Lancaster	New Era (e) Intelligencer J'l (m)	WGSA (MBS) WGAL (NBC) WLAN (ABC-C)	WGAL-TV (NBC)
Lebanon	News (e)	WLBR	WLYH-TV
Philadelphia	Bulletin (e) Inquirer (m) News (e)	WCAU (CBS) WKDN (ABC-E) WPEN (NBC) WRCP (MBS)	WCAU-TV (CBS) WFIL-TV (ABC) KYW-TV (NBC)
Pittsburgh	Post-Gazette (m) Press (e)	WEEP (MPS) KQV (ABC-C) WJAS (NBC) WPQR (MBS)	KDKA-TV (CBS) WIIC (NBC) WTAE (ABC)
Reading	Eagle (e) Times (m)	WEEU (ABC-E) WHUM (CBS)	
Scranton	Times (e) Tribune (m)	WICK (MBS) WGBI (CBS) WSCR (NBC)	WBRE-TV (NBC) WDAU-TV (CBS) WNEP-TV (ABC)
Wilkes-Barre	Record (m) Times Lead'r, News (e)	WBAX (MBS) WBRE (NBC) WILK (ABC-E)	WBRE-TV (NBC) WDAU-TV (Scranton) (CBS) WNEP-TV (ABC)
RHODE ISLAND			
Providence	Bulletin (e) Journal (m)	WEAN (CBS) WJAR (NBC)	WJAR-TV (NBC) WPRI (CBS) WTEV (New Bedld.) (ABC)
SOUTH CAROLINA			
Columbia	Record (e) State (m)	WCAY (MBS) WNOK (CBS) WIS (NBC)	WIS-TV (NBC) WNOK-TV (CBS) WOLO-TV (ABC)
SOUTH DAKOTA			
Aberdeen	American-News (e)	KABR KSDN	KXAB-TV (CBS)
Rapid City	Journal (e)	KOTA (CBS)	KOTA-TV (CBS, ABC) KRSD-TV (NBC, ABC)
Sioux Falls	Argus Leader (e)	KISD (MBS) KELO (NBC) KSOO (ABC-E)	KELO-TV (CBS, ABC) KSOO-TV (NBC, ABC)
TENNESSEE			
Chattanooga	News-Free Press (e) Times (m) Post (e)	WAPO (ABC-I) WDEF (NBC) WMOC (MBS)	WDEF-TV (CBS) WRCB-TV (NBC) WTVC (ABC)
Knoxville	Journal (m) News-Sentinel (e)	WBIR (ABC-I) WATE (NBC) WROL (CBS) WKGN (MBS) *WSKT (ABC-E)	WATE-TV (NBC) WBIR-TV (CBS) WTVK-TV (ABC)
Memphis	Commercial Appeal (m) Press-Scimitar (e)	WLOK (MBS) WMC (NBC) WREC (CBS)	WHBQ-TV (ABC) WMCT (NBC) WREC-TV (CBS)
Nashville	Banner (e) Tennessean (m)	WLAC (CBS) WMAK (ABC-C) WSM (NBC) WWGM (MBS)	WLAC-TV (CBS) WSIX-TV (ABC) WSM-TV (NBC)
TEXAS			
Abilene	Reporter-News (m & e)	KNIT (MBS) KRBC (ABC-C)	KRBC-TV (NBC, ABC)
Amarillo	Globe-Times (e) News (m)	KRAY (MBS) KVII (ABC-I) KGNC (NBC)	KFDA-TV (CBS) KGNC-TV (NBC) KVII-TV (ABC)
Austin	American (m) Statesman (e)	KVET (ABC-I), (MBS) KTBC (CBS)	KTBC-TV (ABC, CBS, NBC)
Beaumont	Enterprise (m) Journal (e)	KTRM (ABC-I)	KFDM-TV (CBS) KBMT-TV (ABC)
Corpus Christi	Caller (m) Times (e)	KSIX (CBS)	KRIS-TV (NBC) KZTV (CBS) KIII (ABC)

Media for Advertising and Publicity

State and City	Newspapers	Radio	TV
TEXAS—*Cont.*			
Dallas	News (m) Times-Herald (e) Wall St. J'l (SW Ed.)	KRLD (CBS) WFAA (ABC-E, NBC) WRR (MBS)	KRLD-TV (CBS) WFAA-TV (ABC)
El Paso	Herald-Post (e) Times (m)	KIZZ (CBS) KHEY (ABC-I) KTSM (NBC) KSET (MBS)	KELP-TV (ABC) KROD-TV (CBS) KTSM-TV (NBC)
Fort Worth	Press (e) Star-Telegram (m & e)	KRLD (CBS) KBUY (MBS) WBAP (ABC-E, NBC)	KRLD (CBS) WBAP-TV (NBC) WFAA-TV (ABC)
Galveston	News (m)	KILE (MBS) KGBC (ABC-E)	
Houston	Chronicle (e) Post (m)	KODA (ABC-I) KPRC (NBC) KTRH (CBS) KYOK (MBS)	KHOU-TV (CBS) KPRC-TV (NBC) KTRK-TV (ABC)
Lubbock	Avalanche-J'l (m & e)	KDAV (MBS) KCBD (NBC) KFYO (CBS) KLBK (ABC-C)	KCBD-TV (NBC, ABC) KLBK-TV (CBS, ABC)
San Antonio	Express (m) Light (e) News (e)	KBER (MBS) KAPE (ABC) KMAC (CBS) WOAI (NBC)	KENS-TV (CBS) KSAT-TV (ABC) WOAI-TV (NBC)
Waco	News-Tribune (m) Times-Herald (e)	KWTX (MBS) WACO (ABC-C)	KWTX-TV (CBS, ABC)
Wichita Falls	Record-News (m) Times (e)	KNIN (ABC-C) KWFT (CBS)	KFDX-TV (NBC) KAUZ-TV (CBS)
UTAH			
Ogden	Standard-Examin'r (e)	KLO (ABC-I)	
Salt Lake City	Deseret News (e) Tribune (m)	KALL (ABC-I) KSXX (NBC) KSL (CBS) KLUB (MBS)	KCPX-TV (ABC) KSL-TV (CBS) KUTV (NBC)
VERMONT			
Burlington	Free Press (m)	WDOT (MBS) WJOY (CBS) WVMT (NBC)	WCAX-TV (CBS)
VIRGINIA			
Norfolk	Ledger-Star (e) Virginian-Pilot (m)	WHIH (MBS) WTAR (CBS) WAVY (NBC) WVEC (ABC-I)	WAVY-TV (NBC) WTAR-TV (CBS)
Richmond	News-Leader (e) Times-Dispatch (m)	WLEE (MBS) WTVR (ABC-E) WRNL (CBS) WRVA (NBC)	WRVA-TV (NBC) WTVR (CBS) WXEX-TV (Petrsbg.) (ABC)
Roanoke	Times (m) World-News (e)	WDBJ (CBS) WRIS (MBS, ABC-E) WSLS (NBC)	WDBJ-TV (CBS) WLVA-TV (Lynchbg.) (ABC) WSLS-TV (NBC)
WASHINGTON			
Seattle	Post-Intelligencer (m) Times (e)	KAYO (MBS) KING (NBC) KIRO (CBS) KOMO (ABC-I)	KING-TV (NBC) KIRO-TV (CBS) KOMO-TV (ABC)
Spokane	Chronicle (e) Spokesman-Review (m)	KZUN (ABC-I) KHQ (NBC) KSPO (MBS)	KHQ-TV (NBC) KREM-TV (ABC) KXLY-TV (CBS)
Tacoma	News Tribune (e)	KTNT (MBS) KTAC (ABC-E)	KTNT-TV (CBS)
WEST VIRGINIA			
Charleston	Mail (e) Gazette (m)	WCAW (MBS) WCHS (CBS) WKAZ (ABC-C) WTIP (NBC)	WCHS-TV (CBS)

Media for Advertising and Publicity

State and City	Newspapers	Radio	TV
W. VIRGINIA—*Cont.*			
Huntington	Advertiser (e) Herald Dispatch (m)	WKEE (MBS ABC C) WSAZ (NBC) WWHY (CBS)	WHTN TV (ABC) WSAZ-TV (NBC)
Wheeling	Intelligencer (m) News Register (e)	WBZE (CBS) WKWK (MBS) WWVA (ABC I) WCIF (ABC I)	WSTV TV (Steubenville) (CBS ABC) WTRF TV (NBC ABC)
WISCONSIN			
Green Bay	Press Gazette (e)	WNFL (NBC) WBAY (CBS) WDUZ (ABC C)	WERK (NBC) WBAY TV (CBS) WLUK TV (ABC)
La Crosse	Tribune (e)	WKBH (NBC) WKTY (ABC F)	WKBT (CBS ABC)
Madison	Capital Times (e) State Journal (m)	WIBA (NBC) WMAD (MBS) WKOW (CBS)	WISC TV (CBS) WKOW TV (ABC) WMTV (NBC)
Milwaukee	Journal (e) Sentinel (m)	WBSR (MBS) WISN (ABC I) WMIL (MBS) WTMJ (NBC)	WISN TV (CBS) WITI TV (ABC) WTMJ TV (NBC)
WYOMING			
Casper	Star Tribune (m&e)	KATI (CBS) KTWO (NBC)	KTWO-TV (ABC CBS NBC)
Cheyenne	Wyoming Eagle (m) Wyo State Tribune (e)	KFBC (ABC I)	KIBC TV (Scottsbluff)

For consistency the television stations represented in each city are those for the three networks (the proliferation of UHF stations makes a full list unwieldy for the number of pages in the section) The radio stations reflect network affiliation also Exceptions were made for New York and Chicago where there are powerful independents and several small cities where there was no network affiliation

Advertising Expenditures

(A partial list)

Medium	1960 Expenditures*	1960 Percent of Total	1965 (prelim.) Expenditures*	1965 (prelim.) Percent of Total
Total	11 932	100.0	15 120	100.0
National	7 296	61.1	9 269	61.3
Local	4 636	38.9	5 851	38.7
Newspapers	3 703	31.0	4 435	29.4
National	836	7.0	870	5.8
Local	2 867	24.0	3 565	23.6
Radio	692	5.8	889	5.9
Network	43	0.4	60	0.4
Spot	222	1.8	260	1.7
Local	428	3.6	569	3.8
Television	1 590	13.3	2 497	16.5
Network	783	6.6	1 240	8.2
Spot	527	4.4	850	5.6
Local	281	2.3	407	2.7
Magazines	941	7.9	1 198	7.9
Weeklies	525	4.4	610	4.1
Women's	184	1.5	258	1.7
Monthlies	200	1.7	293	1.9
Farm national	32	0.3	37	0.2
Farm papers	35	0.3	34	0.2
Direct mail	1 830	15.3	2 271	15.0
Business papers	609	5.1	679	4.5

*In millions of dollars

Source McCann-Erickson Inc

COMMUNICATIONS DATA*

(How to save money on wired messages)

Because charges for telegrams go by word count, telegrams customarily are brief and staccato, with such words as *I, we, the, is, are,* etc., trimmed out.

There is a danger, however, that the drafter may go too far in condensing his message, with the result that ambiguity may occur. It is therefore a useful practice to have every telegram read by someone other than the drafter before it is sent, to be sure that the meaning will be clear to the recipient.

The practice of typing telegrams in CAPITAL LETTERS arose because telegraph machines were equipped only with capitals.

Capitals are harder to type and harder to read; *therefore a telegram should be typed like any other communication, with caps and small letters.*

The original of a telegram should be sent out for transmission; a carbon should be retained for the drafter. In preparing the telegram, the following points should be observed:

1. SENDING INSTRUCTIONS. Indicate in the spaces provided on the form whether the wire is CHARGE or COLLECT; also whether TELEGRAM, DAY LETTER, or NIGHT LETTER. (As the number of words allowed in various classes changes from time to time, the latest telegraph-company data should be kept at hand.)
2. DATE. Type in upper right corner.
3. INSIDE ADDRESS. Be sure address of consignee is complete and accurate.
4. SALUTATION. Not used in telegrams.
5. COMPLIMENTARY CLOSE. Rarely used. If *Regards* or *Best wishes,* etc., are included, they are typed as part of the message, at the end.
6. BODY OF MESSAGE. As noted above, this should be typed in the normal way, and NOT in ALL CAPS. Double spacing should be used.
7. SIGNATURE. Type sender's name a double space below text of message, a half inch to right of center of form. If title and/or company name are to be included, type them directly below sender's name. (See SIGNATURES, following.)

NOTE WELL: The practice of writing STOP instead of using periods has gone out of style. (See PUNCTUATION, following.)

**From the Dartnell Correspondence Manual*

Tips for Typing Telegrams

ABBREVIATIONS: In general, single words should be spelled out, but common abbreviations like *f.o.b., c.o.d., a.m., p.m.* are used.

ADDRESSES: Any number of words may be used in address of domestic wires, so long as the purpose is to help delivery. In international use, each word in the address is charged for. Thus the use of code names saves money in foreign telegrams.

"CARE OF": No extra charge when used in address of domestic wires.

CODE: No limitations on use in domestic wires; counted at five letters to a word. In international use, some countries have restrictions; check with telegraph company.

COINED WORDS: Like *Retel,* will be counted as a single word if they contain no more than five letters. Thus *Reurtel* would count as two words.)

(SEE EXAMPLES, pages 591-593.)

DELIVERY INSTRUCTIONS: Special instructions, such as *deliver before noon,* or *deliver after 2 p.m.,* may be included after address in domestic wires without extra charge.

FIGURES: Word count for figures is based on the rule that each five characters or fraction thereof equals a word. Decimal points do not count as characters; symbols like $ are counted as one character.

FOREIGN LANGUAGES: Dictionary words in Dutch, French, German, Italian, Latin, Portuguese, or Spanish are counted as one word each, regardless of length. Words in all other languages are counted on the basis of five characters equaling one word.

GREETINGS: Holiday, birthday, and other special-occasion greetings are delivered on decorated blanks at no extra cost.

"HOLD FOR ARRIVAL": May be written after address at no extra cost in domestic wires.

MONEY: Any amount may be sent by wire (subject to international regulations).

MULTIPLE COPIES: If the same message is to be sent to several addresses, only one copy need be sent to the telegraph office, with a list of addresses.

"PERSONAL DELIVERY": A message so marked will be delivered only to the person addressed. NOTE that the word *PERSONAL* alone is not enough; such messages will be left with a clerk or other employee who may or may not observe the "personal" marking.

PUNCTUATION: No charge is made for punctuation marks in domestic telegrams. If spelled out, however, a charge is made. Therefore *STOP* should not be used. In international wires, each punctuation mark is charged for.

"REPORT DELIVERY": If wires are so marked, the sender will be notified (by collect wire) as to time of delivery and person to whom delivered.

SIGNATURES: A personal name (*J. C. Smith*), a company name (*Mohawk Mills*), or a combined personal and company name (*J. C. Smith, Mohawk Mills*) are not charged for in domestic wires. (Every word IS charged for in international wires.) A title may also be used with a personal name (*J. C. Smith, President*) without charge; but in a compound signature (*J. C. Smith, President, Mohawk Mills*) an extra word is charged for.

Examples of Domestic Word Count

(Applicable between points within the United States and to points in Alaska, Canada, Mexico, and Saint Pierre-Miquelon Islands. For complete statement of word count regulations see Rule 4 in Western Union Tariff Book.)

Basic principles in counting chargeable matter in message texts·

(1) Dictionary words count as one word each.

(2) Place names and proper names count as normally written.

(3) All other groups count at five characters per word.

Free punctuation marks are: period or decimal point (.), comma (,), colon ( ), semicolon (;), dash or hyphen (-), question mark (?), apostrophe ('), quotation marks (" "), and parentheses ().

Chargeable "other characters" are: dollar sign ($), fraction bar or diagonal stroke (/), ampersand (&), number or pound sign (#), sign for feet or minutes ('), and sign for inches or seconds (").

	Number Chargeable Words
DICTIONARY WORDS (*Single count regardless of length*)	
EXCURSION CANCELED (English)	2
HERZLICHEN GLUECKWUNSCH (German)	2
NOUS ARRIVERONS DIMANCHE (French)	3
DOLCE FAR NIENTE (Italian)	3
MIJNE GROETE AAN ME VROUW (Dutch)	5
TUDO ESTA PERDIDO (Portuguese)	3
UN CABELLO HACE SOMBRA (Spanish)	4
ERRARE EST HUMANUM (Latin)	3
NOTE—Words in other languages are subject to 5-character count.	
COMBINATIONS OF DICTIONARY WORDS (*Counted and transmitted per dictionary*)	
AIRBILL (for AIR BILL)	2
AIREXPRESS (for AIR EXPRESS)	2
ALLRIGHT (for ALL RIGHT)	2
AND/OR (Stroke counts as separate word in this case)	3
BACKORDER (for BACK ORDER)	2
CARLOAD (dictionary word)	1
CARRYALL (dictionary word)	1
DON'T (dictionary contraction—apostrophe is punctuation)	1
DOTHE (for DO THE)	2
ENROUTE (for EN ROUTE)	2
EXTRAFANCY (dictionary word)	1
FIBERGLAS (dictionary word)	1
FORTYFOURONEHALF (for FORTY FOUR ONE HALF)	4
FULL-RATE (hyphen is punctuation)	2
GLUTENFEED (for GLUTEN FEED)	2
HAVEN'T (dictionary contraction—apostrophe is punctuation)	1
HIGHSCHOOL (for HIGH SCHOOL)	2
HOOKUP (dictionary word)	1
ITIS (for IT IS)	2
NEWYEARS (for NEW YEARS)	2
NIGHTLETTER (for NIGHT LETTER)	2
NON-EXCLUSIVE (dictionary word)	1
PEASIZE (for PEA SIZE)	2
PERCENT (dictionary word)	1
PER CENT (if so written)	2
POLICYHOLDER (dictionary word)	1
RECORRESPONDENCE** (for RE CORRESPONDENCE)	2
RELETTER* (dictionary word)	1

Examples of Domestic Word Count (Cont.)

	Number Chargeable Words
REMYPHONE** (for RE MY PHONE)	3
REORDER* (dictionary word)	1
REPHONE* (dictionary word)	1
RETELEGRAM** (for RE TELEGRAM)	2
RETELEGRAPH* (dictionary word)	1
RETELEPHONE* (dictionary word)	1
REWIRE* (dictionary word)	1
REYOUR** (for RE YOUR)	2
SHARKSKIN (dictionary word)	1
SHORTSHIPPED (for SHORT SHIPPED)	2
SHOULDN'T (dictionary contraction—apostrophe is punctuation)	1
SOYBEANMEAL (for SOYBEAN MEAL)	2
STOREDOOR (for STORE DOOR)	2
TANKCAR (for TANK CAR)	2
THEY'LL (dictionary contraction—apostrophe is punctuation)	1
TRUCKLOAD (dictionary word)	1
T-SHIRTS (hyphen is punctuation)	2
WESTERNUNION (for WESTERN UNION)	2

**Combinations of "re" with verb form are acceptable as dictionary words at single count, regardless of meaning conveyed in particular context.*

***These are combinations of "re" with noun or pronoun which cannot properly be used as verb forms and are not dictionary words.*

MUTILATED AND NONDICTIONARY WORDS (*5-character count*)

AIREX (5 characters)	1
ALRIGHT (7 characters)	2
BESCANDO (8 characters)	2
FOURBA (6 characters)	2
HABYU (5 characters)	1
MAZELTOV (7 characters)	2
OURLETS (7 characters)	2
PERTEL (6 characters)	2
RAILEX (6 characters)	2
REOURLET (8 characters)	2
RETEL (5 characters)	1
REURTEL (7 characters)	2
REURTELETYPE (12 characters)	3
SATEVEPOST (10 characters)	2
URORDER (7 characters)	2
USONES (6 characters)	2
USTWOS (6 characters)	2

TRADE NAMES (*5-character count*)

DURA-GLO (7 characters, hyphen is punctuation)	2
EATMORE (7 characters)	2
EUCODOL (7 characters)	2
FLAKEWHITE (10 characters)	2
FLEXISOLES (10 characters)	2
LINMEAL (7 characters)	2
REDIFORM (8 characters)	2
REZISTAL (8 characters)	2
STAZYME (7 characters)	2
SUNSOY (6 characters)	2
SWEETOSE (8 characters)	2
SWIFTNING (9 characters)	2
UNAFLO (6 characters)	2

Examples of Domestic Word Count (Cont.)

ABBREVIATIONS AND LETTER GROUPS (*5-character count*)	*Number Chargeable Words*
ABCDE (5 characters)	1
ABCDEF (6 characters)	2
A.M. (if written without spaces)	1
A. M. (if written with spaces)	2
BANDO (5 characters)	1
CNR (if written without spaces)	1
C.N.R. (if written without spaces)	1
C. N. R. (if written with spaces)	3
LB (for POUND)	1
LOSA (for LOS ANGELES)	1
N.Y. (if written without spaces)	1
PM (if written without spaces)	1
S. C. (if written with spaces)	2
TP-CRIP (hyphen is punctuation)	2
U.S A. (if written without spaces)	1
U.S.S.R. (if written without spaces)	1
WASHDC (6 characters)	2
W. N E. W. (if written with spaces)	4
W.N.E.W. (if written without spaces)	1

Courtesy of THE WESTERN UNION TELEGRAPH CO.

CODE FOR AVOIDING CONFUSION IN SPELLING

To avoid confusion between letters sounding alike—like *b* and *d* or *f* and *s*—when spelling out names over the phone, in dictating, and so on, there are several codes in use. Choice is optional.

	General	*Military Naval*	*International*
A for:	Adam	Able	Alfa
B for:	Boston	Baker	Bravo
C for:	Chicago	Charlie	Coca
D for:	Denver	Dog	Delta
E for:	Edward	Easy	Echo
F for:	Frank	Fox	Foxtrot
G for:	George	George	Golf
H for:	Henry	How	Hotel
I for:	Ida	Item	India
J for:	John	Jig	Juliet
K for:	King	King	Kilo
L for:	Lincoln	Love	Lima
M for:	Mary	Mike	Metro
N for:	New York	Nan	Nectar
O for:	Ocean	Oboe	Oscar
P for:	Paul	Peter	Papa
Q for:	Queen	Queen	Quebec
R for:	Robert	Roger	Romeo
S for:	Samuel	Sugar	Sierra
T for:	Thomas	Tare	Tango
U for:	Union	Uncle	Union
V for:	Victory	Victor	Victor
W for:	William	William	Whiskey
X for:	X-ray	X-ray	Extra
Y for:	Yellow	Yoke	Yankee
Z for:	Zero	Zebra	Zulu

Buying Power by States and Sections

Sections and States	Population Estimate December 31, 1966			Effective Buying Income 1966 Estimate			Retail Sales 1966 Estimate	
	Total (in thousands)	% of U.S.A.	Households*	Net Dollars (in thousands)	% of U.S.A.	Per Capita	Dollars (in thousands)	% of U.S.A.
New England								
Connecticut	2,899.7	1.4704	863.6	$9,122,301	1.8189	$3,146	$4,821,816	1.5992
Maine	989.1	.5015	288.7	2,130,718	.4249	2,154	1,475,302	.4892
Massachusetts	5,424.5	2.7506	1,627.0	15,154,233	3.0216	2,794	8,801,980	2.9191
New Hampshire	663.1	.3363	198.2	1,646,593	.3284	2,483	1,075,206	.3566
Rhode Island	904.3	.4585	276.8	2,365,886	.4718	2,616	1,384,473	.4592
Vermont	401.0	.2034	114.6	919,457	.1833	2,293	666,935	.2211
Middle Atlantic								
New Jersey	6,910.7	3.5043	2,063.4	20,255,016	4.0386	2,931	11,047,881	3.6640
New York	18,101.7	9.1790	5,678.5	53,098,505	10.5873	2,933	28,355,049	9.4039
Pennsylvania	11,711.4	5.9386	3,494.3	29,807,521	5.9433	2,545	16,702,729	5.5394
East N. Central								
Illinois	10,775.3	5.4639	3,306.8	33,062,043	6.5923	3,068	19,244,118	6.3822
Indiana	4,958.4	2.5143	1,487.8	13,621,498	2.7160	2,747	8,075,816	2.6783
Michigan	8,392.1	4.2554	2,410.4	23,825,617	4.7506	2,839	13,881,694	4.6039
Ohio	10,537.2	5.3432	3,119.3	27,262,043	5.4358	2,587	15,989,273	5.3028
Wisconsin	4,247.1	2.1536	1,242.1	10,455,878	2.0848	2,462	6,364,816	2.1125
West N. Central								
Iowa	2,813.6	1.4267	863.2	7,264,595	1 4485	2,582	4,592,992	1.5233
Kansas	2,272.1	1.1522	709.9	5,664,840	1.1295	2,493	3,408,175	1.1303
Minnesota	3,615.8	1.8335	1,050.9	9,024,925	1.7995	2,496	5,742,416	1.9044
Missouri	4,516.0	2.2900	1,428.5	11,435,545	2.2801	2,532	7,558,055	2.5067
Nebraska	1,473.9	.7474	453.7	3,711,504	.7400	2,518	2,487,053	.8249
North Dakota	644.4	.3268	177.6	1,425,470	.2843	2,212	975,961	.3237
South Dakota	706.4	.3582	202.9	1,507,921	.3007	2,135	1,012,746	.3358
South Atlantic								
Delaware	518.1	.2627	149.9	1,504,263	.2999	2,903	885,127	.2935
Dist. of Columbia	809.2	.4103	270.5	2,724,483	.5433	3,367	1,748,870	.5800
Florida	6,045.6	3.0655	1,916.5	13,531,953	2.6981	2,238	10,225,588	3.3913
Georgia	4,396.9	2.2296	1,211.4	9,169,106	1.8283	2,085	5,910,909	1.9603
Maryland	3,636.2	1.8438	1,016.2	9,966,844	1.9873	2,741	5,589,879	1.8539
North Carolina	4,944.0	2.5069	1,323.4	9,754,964	1.9451	1,973	6,165,718	2.0448
South Carolina	2,605.6	1.3213	666.0	4,607,851	.9187	1,768	2,849,489	.9450
Virginia	4,535.3	2.2997	1,241.6	9,987,178	1.9913	2,202	5,939,190	1.9697
West Virginia	1,771.6	.8984	502.4	3,492,800	.6965	1,972	2,171,074	.7201
East S. Central								
Alabama	3,510.0	1.7798	962.3	6,335,300	1.2632	1,805	4,039,597	1.3397
Kentucky	3,164.5	1.6047	896.0	6,251,329	1.2464	1,975	3,859,540	1.2800
Mississippi	2,311.3	1.1720	608.5	3,627,572	.7233	1,569	2,375,144	.7877
Tennessee	3,866.9	1.9608	1,103.5	7,510,401	1.4975	1,942	5,205,252	1.7263
West S. Central								
Arkansas	1,936.6	.9820	574.8	3,489,259	.6958	1,802	2,373,936	.7873
Louisiana	3,617.3	1.8342	999.6	7,195,911	1.4348	1,989	4,283,388	1.4206
Oklahoma	2,459.0	1.2469	782.9	5,358,756	1.0685	2,179	3,426,727	1.1364
Texas	10,898.5	5.5264	3,188.3	23,659,625	4.7175	2,171	15,720,648	5.2136
Mountain								
Arizona	1,652.0	.8377	467.6	3,573,456	.7125	2,163	2,426,134	.8046
Colorado	2,020.3	1.0245	619.7	4,997,085	.9964	2,473	3,371,786	1.1182
Idaho	702.3	.3562	207.0	1,570,784	.3132	2,237	1,133,118	.3758
Montana	718.9	.3646	217.3	1,656,077	.3303	2,304	1,123,587	.3726
Nevada	461.2	.2339	148.3	1,333,818	.2659	2,892	814,528	.2701
New Mexico	1,048.4	.5317	281.8	2,060,554	.4109	1,965	1,356,420	.4498
Utah	1,019.6	.5170	277.1	2,213,149	.4413	2,171	1,481,427	.4914
Wyoming	351.6	.1783	106.5	834,680	.1664	2,374	616,287	.2044
Pacific								
Alaska	263.2	.1334	67.6	786,886	.1569	2,990	343,544	.1139
California	19,225.7	9.7490	6,145.8	56,161,793	11.1981	2,921	33,228,639	11.0203
Hawaii	736.4	.3734	178.7	1,907,913	.3804	2,591	954,256	.3165
Oregon	1,951.1	.9894	625.0	5,108,691	1.0186	2,618	3,318,836	1.1007
Washington	3,072.7	1.5581	969.9	8,392,590	1.6734	2,731	4,917,891	1.6310
U. S. Totals	197,207.8	100.0000	58,784.3	501,527,180	100.0000	2,543	301,526,015	100.0000

In thousands** ***Source: Sales Management Survey on Buying Power **(latest available statistics)**

Size and Time Differences of World Cities

(Standard Time Around the World at Noon, Eastern Standard Time)

City and Population†	Time
Aberdeen Scotland (3)	5 00 p m ‡
Adelaide, Australia (5)	2 30 a m *
Addis Ababa Ethiopia (1)	8 00 p m
Algiers, Algeria (4)	6 00 p m
Alexandria, Egypt (1 3)	7 00 p m ‡
Amsterdam, Netherlands (9)	6 00 p m
Anch'ge F'banks Al ka (04, 01)	7 00 a m
Ankara Turkey (5)	7 00 p m
Antwerp, Belgium (8)	6 00 p m
Asuncion Paraguay (2)	1 00 p m
Athens Greece (6)	7 00 p m
Auckland, New Zealand (3)	5 00 a m *
Baghdad Iraq (5)	8 00 p m
Bangkok Thailand (1 2)	12 00 mid
Barcelona Spain (1 4)	6 00 p m
Belfast Northern Ireland (5)	5 00 p m ‡
Belgrade Yugoslavia (5)	6 00 p m
Berlin Germany (3 3)	6 00 p m
Birmingham England (1 1)	5 00 p m ‡
Bogota Colombia (1 2)	12 00 noon
Bombay India (2 8)	10 30 p m
Bonn Germany (2)	6 00 p m
Bordeaux France (3)	6 00 p m
Brasilia, Brazil (new)	2 00 p m
Bremen Germany (5)	6 00 p m
Brisbane Australia (5)	3 00 a m *
Bristol England (4)	5 00 p m ‡
Brussels Belgium (1 4)	6 00 p m
Bucharest Rumania (1 2)	7 00 p m
Budapest Hungary (1 8)	6 00 p m ‡
Buenos Aires Argentina (3 7)	2 00 p m ‡
Cairo Egypt (2 8)	7 00 p m ‡
Calcutta India (3 1)	10 30 p m
Calgary Canada (2)	10 00 a m
Canberra Australia (03)	3 00 a m *
Canton China (1 2)	1 00 a m *
Cape Town South Africa (7)	7 00 p m
Caracas Venezuela (8)	12 30 p m
Casablanca Morocco (7)	5 00 p m
Chungking China (2 0)	1 00 a m *
Cologne Germany (7)	6 00 p m
Copenhagen Denmark (1 0)	6 00 p m
Dakar French West Africa (2)	5 00 p m
Darwin Australia (01)	2 30 a m *
Dublin Eire (Ireland) (5)	5 00 p m ‡
Durban Union of South Africa (4)	7 00 p m
Edinburgh Scotland (5)	5 00 p m ‡
Edmonton Canada (2)	10 00 a m
Frankfurt Germany (6)	6 00 p m
Geneva Switzerland (2)	6 00 p m
Genoa Italy (7)	6 00 p m
Glasgow Scotland (1 1)	5 00 p m ‡
Guayaquil Ecuador (3)	12 00 noon
Halifax Canada (1)	1 00 p m ‡
Hamburg Germany (1 8)	6 00 p m
Hamilton Bermuda (004)	1 00 p m
Havana Cuba (8)	12 00 noon
Helsinki Finland (4)	7 00 p m
Hobart Tasmania (1)	3 00 a m *
Honolulu Hawaii (3)	7 00 a m
Irkutsk U S S R (3)	1 00 a m *
Istanbul Turkey (1 2)	7 00 p m
Jakarta (Batavia) Indonesia (2 8)	12 30 a m *
Jerusalem Israel and Jordan (2)	7 00 p m
Johannesburg South Africa (1 0)	7 00 p m
Juneau & Sitka Alaska (01 002)	9 00 a m
Karachi Pakistan (1 5)	10 00 p m
Kiev U S S R (1 0)	8 00 p m
Kingston Jamaica (1)	12 00 noon
Koyoto Japan (1 2)	2 00 a m *
La Paz Bolivia (3)	1 00 p m
Leeds England (5)	5 00 p m ‡
Leipzig Germany (6)	6 00 p m
Leningrad U S S R (3 3)	8 00 p m
Leopoldville Belgian Congo (3)	6 00 p m
Lima Peru (1 1)	12 00 noon
Lisbon Portugal (8)	5 00 p m ‡
Liverpool, England (8)	5 00 p m ‡
London England (8 2)	5 00 p m ‡
Lyon France (5)	6 00 p m
Madras India (1 4)	10 30 p m
Madrid Spain (1 9)	6 00 p m
Manchester England (7)	5 00 p m ‡
Manila Philippines (2 0)	1 00 a m *
Marseille France (7)	6 00 p m
Melbourne Australia (1 6)	3 00 a m *
Mexico City Mexico (4 5)	11 00 a m
Milan Italy (1 4)	6 00 p m
Montevideo Uruguay (8)	2 00 p m
Montreal Canada (1 1)	12 00 noon ‡
Moscow U S S R (5 0)	8 00 p m
Mukden Manchuria (1 8)	2 00 a m *
Munich Germany (1 0)	6 00 p m
Nagoya & Nagasaki Japan (1 3 3)	2 00 a m *
Naha Okinawa (1)	2 00 a m *
Nairobi Kenya (1)	8 00 p m
Nanking China (1 0)	1 00 a m *
Naples Italy (1 1)	6 00 p m
New Delhi India (2 0)	10 30 p m
Nome Alaska (002)	6 00 a m
Odessa U S S R (6)	8 00 p m
Osaka Japan (2 6)	2 00 a m *
Oslo Norway (4)	6 00 p m ‡
Ottawa Canada (2)	12 00 noon ‡
Panama City Panama (1)	12 00 noon
Paris France (2 9)	6 00 p m
Peiping China (4 1)	1 00 a m *
Perth Australia (1)	1 00 a m *
Prague Czechoslovakia (1 0)	6 00 p m
Quebec Canada (2 0)	12 00 noon ‡
Rangoon Burma (7)	11 30 p m
Reykjavik Iceland (04)	4 00 p m ‡
Rio de Janeiro Brazil (2 9)	2 00 p m
Rome Italy (1 8)	6 00 p m
Rotterdam Netherlands (7)	6 00 p m
Saigon South Vietnam (1 8)	1 00 a m *
San Juan Puerto Rico (4)	1 00 p m
Santiago Chile (1 3)	1 00 p m
Sao Paulo Brazil (3 4)	2 00 p m
Seoul Korea (1 6)	1 [illegible] a m ‡*
Shanghai China (7 1)	1 00 a m *
Sheffield England (5)	5 00 p m ‡
Singapore (9)	12 30 a m *
Sofia Bulgaria (7)	7 00 p m
Stockholm Sweden (8)	6 00 p m
Sydney Australia (1 9)	3 00 a m *
Taipei Formosa (8)	1 00 a m ‡*
Teheran Iran (1 5)	8 30 p m
Tel Aviv Israel (4)	7 00 p m
Tientsin China (3 1)	1 00 a m *
Tokyo Japan (9 1)	2 00 a m *
Toronto Canada (7)	12 00 noon ‡
Tripoli Libya (1)	6 00 p m
Turin Italy (9)	6 00 p m
Valparaiso Chile (2)	1 00 p m
Vancouver Canada (4)	9 00 a m ‡
Venice Italy (3)	6 00 p m
Veracruz Mexico (1)	11 00 a m
Victoria (Hong Kong) (2 7)	1 00 a m ‡*
Vienna Austria (1 8)	6 00 p m
Vladivostok U S S R (3)	3 00 a m *
Warsaw Poland (1 1)	6 00 p m ‡
Wellington New Zealand (1)	5 00 a m *
Winnipeg Canada (3)	11 00 a m ‡
Yokohama Japan (1 1)	2 00 a m *
Zurich Switzerland (4)	6 00 p m

*On the following day †Cities only in millions ‡Add an hour in their summer for DST *Courtesy Mfrs Trust Co Official Airline Guide, World & Inf Please Almanacs*

Chapter 21

STORE AND HOME DEMONSTRATIONS

MERCHANDISE itself is inert. Substantial expenditures for national advertising, for market research, for packaging, and so on, may be at least partially wasted unless the prospect knows what the product will do and how it will do it. Particularly in the case of a wholly new product, or of one which is considerably better than its competition, it may be necessary for the manufacturer to introduce the product to the consumer by actual live demonstrations.

At the present time the use of demonstrators is confined to certain specific fields—primarily food, cosmetics, small appliances, and household specialties. Many manufacturers feel that the cost of demonstrators is too high; others avoid using them to escape entanglement with the union; still others feel that their use involves a danger of prosecution under the Robinson-Patman Act. There is some justice to all of these criticisms, but the fact remains that demonstrators are being employed, both by manufacturers and by aggressive retailers, with a good deal of success. The demonstration, like any other tool in the sales promotion man's kit, can be effective if it is properly employed.

Of course, the ideal situation is one in which the retail clerk, in the course of her regular duties on the sales floor, can give a complete and accurate demonstration. Most companies eventually develop training programs aimed at reaching this goal; examples will be given in this Chapter (see also Chapter 26, "Training Dealer Personnel"). However, even in the case of a well-known and generally accepted product, there is often psychological value in the appearance in the retail outlet of an "expert" who can demonstrate and give personal advice. In the case of a new product, the function of the demonstrator is in part to sell the dealer and the retail clerk, and in many companies

it is a definite part of the demonstrator's responsibilities to train the regular personnel in each outlet.

The very word "demonstrator" means many different things in different companies. For the purpose of this chapter, the word has been taken to mean a person, on the payroll of manufacturer, distributor, or dealer, whose primary responsibility is promoting sales through face-to-face contacts for a limited group of products. The variety of activities included in this definition is indicated by the analysis of types of demonstrations which follows.

Demonstrations in Retail Outlets: The simplest type of demonstration is that in which a trained person travels from one retail store to another, spending a day or several days in each to acquaint consumers with the product These demonstrations are of two types; in the heavy consumer appliance field the demon-

This demonstration booth built by Functional Display, Inc., for Tricolator also affords attractive display space for other product lines.

strator ordinarily shows what the product will do; in such fields as cosmetics and food the demonstration is actually sampling.

Geo. A. Hormel & Company is typical of the companies in the food field which use this technique. Demonstrations are not a continuous activity, but are used to introduce new products or to spark a special sales promotional event. When Hormel brought out its high-quality canned chili con carne, demonstrators were used because market research indicated that housewives were prejudiced against any product of this type, and it was necessary to convince them quickly that the new chili really was new and different from competing brands.

Hormel does not employ any permanent staff for this work. Ordinarily the location of a demonstration and the selection of the girl are left to the salesman in the territory, with the approval of his district sales manager. A demonstration is never put on by itself; it is always backed by advertising, store display, and the assistance of store personnel. Hormel demonstrators always begin the day's work by sampling the store clerks so that they will be convinced of the merit of the product.

Paradoxically, Hormel believes the best demonstration is one in which not many samples are given out. The one basic rule given to demonstrators is, "Don't feed 'em, sell 'em." The company's theory is that if the customer is sufficiently intrigued by a taste of the product to take a can home, she will be exposed twice. Girls are instructed that sampling is to be used when the demonstration is not going too well, when customers just aren't interested, but that ordinarily it is much better to try for an immediate sale.

In discussing this type of demonstration, a home economist who has had a good deal of personal experience in such activities remarked feelingly, "Don't let anyone get the idea that this is an easy job. It's darned hard for anyone to serve a good hot cup of fresh coffee. The demonstrator ordinarily has a limited space in which to work. She has to arrange for heat and water, and figure out something to do with the used cups so they won't clutter up her space or the store. In the meantime, she has to keep a constant supply of fresh coffee available, and at the same time keep her own person neat, tidy, and unflustered."

This is an important point which has been overlooked in many demonstrations of this kind. An exception is the booth developed by General Mills for sampling soups; the unit contains all the equipment, and all the space, which the demonstrator will need.

The entire unit can be knocked down for shipment from store to store.

A second type of retail demonstration is that in which the demonstrator shows how to use a product rather than simply sampling customers. Such appliances as vacuum cleaners, irons, washing machines, and orthopedic shoes are currently sold by this technique.

Ordinarily, a demonstration of this kind is made a merchandising event by the retailer, with newspaper and perhaps radio advertising to announce to the community that the expert will be on hand on certain specified dates. Many of these demonstrators are on the permanent payroll of the manufacturer, and are trained to contact the woman's page editors of local papers and other publicity sources on arrival in a new town. A common setup for this kind of activity is to have a home economist at headquarters supervising the work of one demonstrator in each major geographical division of the country.

As the pressure for more sales mounts, more and more appliance manufacturers are testing, or are actively engaged in, house-to-house canvassing for the sale of their products. There are obvious advantages in demonstrating a vacuum cleaner, for instance on Mrs. Housewife's own living room rug; it may be that the trend in this type of activity will be more and more toward home demonstrations.

The "School" Demonstration: A second type of demonstration is that in which a utility or department store sponsors a "school" for some type of consumer group. These demonstrations are usually sold to the consumer on the basis of their educational value, and are not ordinarily intended to lead to immediate sales. Their effectiveness, however, is plainly indicated by, for example, the growing use of electric ranges; consumer resistance to this type of cooking has been overcome at least in part through these educational classes.

In demonstrations of this kind the consumer is invited to spend one or several periods at the dealership or a hall hired for the purpose. In order to assure turn-out, a variety of devices has been used. Some schools offer door prizes; others work through existing groups, offering some reward to a women's club or a ladies' aid society based upon the number of members who can be talked into attending.

Metropolitan Utilities District of Omaha has been particularly successful with a long-range promotion of this type; groups of Girl Scouts are invited to attend a series of five Saturday morning

cooking classes. At the final session the mothers are invited for a dessert luncheon prepared by the youngsters, and certificates are awarded. Using materials prepared by manufacturers in the food and appliance fields, supplemented by inexpensive pieces of their own, Metropolitan's Home Service Department has trained more than 2,000 future prospects at a total cost of less than 15 cents each.

Demonstrating a Group of Products: In many cases the utility or the department store sets up its demonstration school in a somewhat different way from that just described. Instead of concentrating on any one product, the plan is to expose the audience to a variety of merchandise.

Goldblatt's in Chicago offers a full-day program for women's groups. During the morning they may see the latest developments in, for example, ironing techniques. They are then served a complimentary luncheon with credit lines to all the manufacturers whose products are served. In the afternoon there is another educational session, and the serving of tea closes the day.

Manufacturers interviewed in preparing this chapter expressed some doubt about the value of participation in such a general demonstration program. While the plan has the advantage of costing the manufacturer much less, it does not ordinarily result in the consumer's purchase of any one particular product immediately. Because of the difficulty of measuring effectiveness, and because of the number of products to which the audience is exposed, this type of demonstration is more popular with the retailer than with the manufacturers participating.

Club Demonstrations: The problem of getting an audience of sufficient size to visit a retail outlet has already been mentioned. In some cases the sponsors have avoided this difficulty by taking the demonstration to the club group's headquarters.

This kind of demonstration has proved popular enough to support commercial organizations which do nothing else. A company will arrange a succession of luncheons, for example, at which a manufacturer's product will be featured and discussed. Usually the manufacturer supplies the necessary amount of his product and pays a small fee in addition.

Perhaps because of the problem in getting the necessary "props" in and out, the club demonstration has not been used very much by manufacturers of heavy consumer durables. The popularity of such meetings, however, might offer a suggestion for a new type of sales promotion in these fields.

Door-to-Door Demonstrations: More and more manufacturers are getting their feet wet in the field of house-to-house selling. The essential ingredient in this type of selling is, of course, the demonstration; the housewife can actually see, in her own home, why she needs a new Hoover vacuum cleaner or another type of Fuller brush.

Demonstrating door to door is a highly specialized field of sales promotion which should be entered only with tested techniques, careful training of personnel, and provision to avoid the high turnover of demonstrators which is a constant headache to most manufacturers. This type of activity should be approached with particular caution by the company which sells through dealers, since the company's control is limited.

Training Salesmen to Demonstrate: Some promotional plans based upon demonstrations misfire because the salesman or sales clerk looks upon the demonstration as a way of entertaining the buyer rather than as a means of getting an order. Some time back the Hoover Company developed a dirt meter for its salesmen to use in making home demonstrations. It was a glass affair which showed a housewife the dirt the Hoover got out of rugs which supposedly had been cleaned by some competitive cleaner. It went into the cleaner in place of the usual bag, and proved of great interest to women who "couldn't believe there was that much dirt in my rug."

Hoover's manager of sales education has often pointed out that training salesmen to demonstrate is a psychological as well as a technical matter. He has said:

"The first step is that of attitude—getting into the proper frame of mind. The next is knowledge—imparting knowledge intelligently, a simple, down-to-earth program. The third, is that of establishing good work habits—the use of sales tools, practice sessions, and supervision. It is a three-way proposition. They come in sequence, one, two, three, as they have been presented.

Demonstrating for Key People: Although companies in a wide variety of fields are using demonstrators profitably, there is a large group of manufacturers who do not feel that the expense of consumer demonstrations can be justified for their products.

General Foods does no store sampling and does not take part in "schools" on any continuing basis, because the company feels the expense is disproportionate to results. Demonstrators at the retail level are used occasionally in selling a particular product in a particular territory, but these are purely local situations.

The company does, however, use demonstrations to introduce new products to such key people as radio commentators, newspaper columnists, and other publicity sources. When a new breakfast food was introduced recently, a series of breakfasts for the press was held across the country. The new product was discussed and then served.

Television Demonstrations: Whole books the size of this HANDBOOK have been published on the fast-growing art of television demonstrations, so we won't try to cover the subject in a paragraph or two. Certainly the sales-promotion executive cannot overlook this medium—where budget and subject permit its use. The TV commercial has made a definite and permanent place for itself in promotional work; the extent to which it has already been used in almost every conceivable line is too well known to require extended comment.

At the moment of writing, the TV "character" is popular in many lines—the man, woman, or cartoon symbol which is carried through from one program to another. An unusual and effective use of TV has been in the training of retail clerks, through early-morning closed-circuit programs put on before the store has opened to the public. Closed-circuit demonstrations for the public have also been used by a number of department and chain stores.

In a word, the potentialities of this medium are virtually unlimited, and will continue to challenge all promotion-minded merchandisers. No doubt new ideas will be developed continually over the years, and—of course—they can be kept up with best by the simple and obvious method of watching the television programs.

Still another television potential lies in in-store television. A Richmond department store has used this type of equipment to show on other floors the demonstration which is going on in its appliance section. Here again there is the advantage of novelty.

Demonstrations by Retail Clerks: For most products, the eventual goal of the manufacturer is to have trained personnel at the point of purchase who can demonstrate the product in the course of their regular selling duties. Corning Glass Works, for instance, has a staff of seven trained home economists who do no demonstrating themselves, but instruct floor sales personnel in the important selling points of Pyrex cooking utensils.

A second method is the standardized presentation, typified by that used by Proctor Electric Company. The material is set up in

parallel columns, headed "Do It," and "Say It." By simply following the outline of activities and saying the things she is supposed to, the clerk can give a competent demonstration.

A more elaborate version of this idea was a demonstration manual prepared for use by clerks in selling Speed Queen washers. The 40-page book, illustrated on every page, showed the clerk taking a prospect through a complete demonstration, right down to the opening of the order book.

A different approach, employed by a large number of manufacturers, is the preparation of a product tag which will guide the clerk through a demonstration of the special selling points for the item. The tag serves a double purpose, since it is still on the product when the customer gets it home, and can serve the important and often overlooked function of reassuring the customer after the sale.

ADMINISTERING A DEMONSTRATION PROGRAM

While the number of persons involved in actual demonstrating as a full-time job is usually small, there are a number of headaches in administering the group's activities. For example, there is little agreement on the question of who in the company shall be responsible for the demonstrators; in some cases this is a full-time headquarters job and in others it is handled incidentally by each salesman in his own territory.

The Demonstrators' Union: When one executive was asked how he recruited demonstrators he replied, "That's no problem at all; we just call the union." The Demonstrators' Union, a part of the Retail Clerks, A. F. of L., is at present active in several metropolitan areas. The union trains demonstrators and makes them available to any manufacturer who requests them. The manufacturer is not required to accept the first candidate sent to him.

Demonstrators and the Law: Controlling legislation for the employment of demonstrators, like most other sales promotional activities, is the Robinson-Patman Act. Basically, the Act is intended to prevent a manufacturer from giving more help in any form to one retailer than to another. However, the Act is so loosely drawn that a wide variety of interpretations is possible on almost any specific case.

The major decision involving demonstrators was reached in Federal Trade Commission vs. Elizabeth Arden, Inc. (cos-

metics manufacturer) F.T.C. Docket 3133. In this case the Commission held that the terms under which the company made demonstrators available disqualified 90 per cent of the dealers from receiving such help, and ordered the system either abandoned or modified because it "failed to accord to competing purchasers of their products such services or facilities on proportionally equal terms."

The possibility of this type of prosecution is always possible unless the manufacturer offers in writing the same terms to all dealers, and unless the terms are such that a good many dealers are in a position to take advantage of them. The Commission has not committed itself to any rule-of-thumb which a manufacturer can use in determining "proportionally equal terms."

Recruiting Demonstrators: Newspaper advertising and recommendations of retail clerks by the company salesmen are the two most common recruiting techniques used by organizations outside the unionized fields.

Because the selection of a demonstrator is not a problem which arises frequently, little attention has been paid to an analysis of qualifications needed for success. Ordinarily they are hired, given brief training, and sent to the field on a "sink or swim" basis. Oddly enough, even trained home economists were in general agreement that the type of schooling which the candidate has had makes little difference in her prospects of success, except of course, in cases where the prestige of the expert is involved.

Here's a list of qualifications, only partly humorous, suggested by the director of a large staff of demonstrators:

Ability to sell her own personality.
Good stage presence.
Enthusiasm.
Tirelessness.
Even temper.
Good and appropriate grooming.
Perseverance.
Teaching and writing ability.
Ability to sell the product to individuals and groups.
The patience of Job.

Demonstrating is, after all, hard physical work. In view of the comparatively low incomes offered by a career in this field, perhaps the mere fact that a girl is interested in such work is in itself the answer to a good part of the selection problem.

Training Demonstrators: The low quality of demonstrators as a group, bemoaned by many manufacturers, is probably due in part to the informality with which they are trained in the majority of companies. The usual procedure is for the new demonstrator to be given a very brief training on the product by the company's salesman in the territory in which she is to work. This is often checked by having headquarters' personnel look in on her activities whenever the sales manager, the district manager, or the home economist happens to be in the city in which she is working. Some companies supplement this with a written demonstrators' manual. Generally, however, the training is pretty much hit or miss.

There are of course exceptions, in most cases among companies which rely heavily on demonstration. A manufacturer of shoes has each new demonstrator come to headquarters for 3 months of careful and detailed training; Thor Corporation brings all demonstrators to headquarters for individual instruction by the resident home economist.

Training is also done in some companies by having the new girl spend a week or so with an experienced demonstrator. This system is generally used in training personnel for door-to-door or home party demonstrations.

Demonstrations are also used to introduce a service. When the Illinois Bell Telephone Company changed over a unit to the dial system, it used a good-humored skit, which it sent from plant to plant, to instruct the subscribers' employees in the proper way to dial a number.

USING DEMONSTRATORS EFFECTIVELY

For some consumer hard goods, such as vacuum cleaners, the effectiveness of a demonstration can be measured immediately in terms of sales. However, this is not true of soft goods items which are bought on a repetitive basis, such as foodstuffs. In these cases, the value of the demonstration must be judged not only in terms of immediate sales, but consideration must also be given to the post-demonstration sales record for several weeks. If sales continue high it can be assumed that the demonstrator has satisfactorily introduced the product to a group of new buyers.

A manufacturer in the food field suggested a quick way to check on the work of a new demonstrator to make sure she is not overselling. In his company's experience, the housewife will

take a package of the product from the demonstrator to avoid argument and then quietly deposit it on a shelf somewhere before she takes her purchases to the check-out counter. This happens so regularly that the company uses the number of discarded packages as its check on the demonstrator's selling ability.

Whether or not the demonstrator should sell is a debated point. Some companies instruct their demonstrators to turn every prospect over to a regular clerk as soon as she approaches the dotted line, on the theory that the store personnel will resent the demonstrator otherwise. Other organizations keep all demonstrators on straight salary and instruct them to do no direct selling at all, on the theory that the demonstration is intended to arouse eventual interest rather than to make an immediate sale. In the case of one heavy consumer durable, demonstrators are told to end the demonstration with a request to repeat it in the prospect's home when the husband can be present, because experience has shown that the head of the house resents being bypassed on the purchase of a big-ticket item. At the opposite extreme, some companies instruct their demonstrators to keep on closing right through the demonstration. One chain of stores has figured out the dollar volume per week per foot of shelf space which it must turn over to remain profitable; demonstrations are tested to see if they can attain this figure.

A campaign which depended heavily on getting prospects to dealers' stores so they could receive actual demonstrations was successfully executed by Harman-Kardon, Inc., of Philadelphia.

In outlining the campaign, Jay Morton Roberts, advertising and sales promotion manager of the company, said:

"Harman-Kardon's program was designed to increase sales of the company's high-fidelity components and compact music systems during the last three months of the year. This quarter is traditionally the major selling season of the year.

"While the component line was made up of existing products and models, the program helped to introduce the compact systems to the market. These compacts represent a new product idea. They are true high-fidelity components—AM-FM stereo receiver, automatic record turntable, and two separate speaker units—packaged together in easy-to-use and attractive cabinetry. They deliver component quality sound, take less space than consoles, and are more versatile than consoles because of having separate speakers. This was the sales message that had to reach dealers and consumers. And because demonstrations are so vital

to selling good sound, getting the prospect to the dealer was an important feature of the program.

"Area meetings were held where possible so that live-vs.-recorded demonstrations could be made to dramatize the quality sound.

"Dealer mailings, trade advertising, and promotion material were also used extensively.

"A special merchandiser was developed for the compact unit.

"A sales incentive program was aimed primarily at dealer salesmen. They received points for each sale to earn prizes ranging from steak knives to washing machines. Upon reaching certain point levels, they also became eligible for grand-prize drawings. The prizes included motion-picture equipment, fur coat, color TV, and a sports car.

"Due to the nature of the product, advertisements were run in class publications. All ads were couponed to get requests for demonstrations and literature. The coupons received were relayed to dealers for followup.

"The results of the promotion may be judged by two facts: Some 50 percent of prospects who received demonstrations were converted into buyers. Harman-Kardon compact music systems sold in a volume which surpassed even the most optimistic estimates."

"Give 'em a Gimmick": The essential function of a demonstration is to attract attention and arouse interest. An eye-stopping display to attract the passers-by and to dramatize the product is extremely helpful to the demonstrator. As one executive put it, "Give 'em a gimmick."

A manufacturer of industrial clothing had difficulty convincing the salespeople in dealers' stores that his garments were well worth the extra price because they wore longer. Similar claims were made by his competitors. To demonstrate that his garments would give greater customer satisfaction, and therefore had greater repeat qualities, his salesmen got the prospect to hold on to one leg while he held the other, then both pulled with all their might. The demonstration usually clinched the sale. This manufacturer built a 3-year promotion plan around that test.

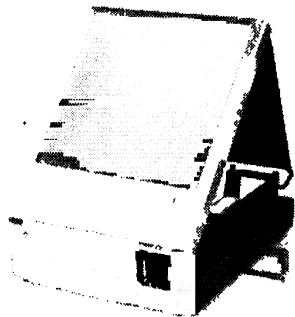
A woman may balk at paying a few cents more for a cake flour than she pays for ordinary flour. The flour and mix look alike. She has always used regular flour and prides herself on the cakes she bakes with it. But when she is given an opportunity to see the cake mixed, then smells and tastes the result, she sells herself.

One of the purposes of this campaign by Harman-Kardon, Inc., was to bring prospects to dealers' stores for demonstrations, often dramatized with live-vs.-recorded musical selections. Window and store streamers, a merchandiser, and class-publication coupon ads were all forceful factors in the sales drive. Effective? Fifty per cent of the prospects who received demonstrations were converted into buyers!

One of the tire companies developed a new tread which was especially resistant to skidding. The grip of the tire on the road was played up in the company's advertising. Tire dealers and their sales personnel were coached to "talk up" the ground-gripping tread. But other tire manufacturers made similar claims so the public, as is often the case, discounted them all. Then a sales promotion man in Akron got an idea. He designed a machine, which a dealer could place in a strategic spot in his store, that measured the resistance to skidding of various treads. Tire segments were propelled down an evenly wet surface by equal

force. The tire with the greatest ground-gripping, nonskid qualities won the test, and the order.

When introducing Zerone, a new antifreeze, salesmen supplied dealers with two rubber balls, one of which they can put into a glass of Zerone and the other into a glass containing a competitive product. The competitive antifreeze soon swells the rubber, whereas the Du Pont product does not. The dealer uses this demonstration to show the motorist what happens to his engine hose connections.

To display products, show services in action, or to sell ideas, this award-winning desk-top slide projector uses 35mm. slides.

Courtesy Hudson Photographic Industries, Inc.

Demonstrating what a product will do, as well as showing what it is, is one of the oldest forms of selling. It is recorded that in ancient Egypt, beekeepers on the River Nile promoted the sale of honey by placing a few drops on the prospective buyer's tongue. One taste was worth a thousand words. What a skeptical buyer hears may be discounted as "sales talk," but he can't discount what he smells, feels, sees, or tastes.

In view of the obvious advantages of demonstration, it is surprising that so little attention is currently paid to the subject. With the widening availability of television, if for no other reason, the sales promotion man should consider seriously whether or not a demonstration program should not be included in his plans for the competitive future.

Chapter 22

DEALER MEETINGS

DEALER meetings, conventions, and open houses are of tremendous importance when introducing new product lines to distributors and dealers because they give the manufacturer the opportunity properly to tell his story and to do a complete selling job on a captive audience of key buyers. That conventions and dealer meetings are successful sales-producers is indicated by the fact that they are conducted by all major companies year after year.

Lasting from one to three days, programs have to be well organized so that they do not bore, tire, or wear out the listeners.

The bigger the meeting or dealer convention, the greater the need for professional-type presentation. To meet this need, specialized agencies now offer complete stage-production facilities, with actors, singers, music, copy-writing services, direction, and all necessary equipment for a lively business presentation.

The secret of making a dealers' meeting click is to give those who attend a "top to spin." Most dealer meetings bog down because they are stuffy, dull, and preachy. The sessions are too long. They lack a central theme. And they drag.

One sales manager with a reputation for putting on meetings which dealers like to attend, and never miss if they can help it, has a rule that no session may last over an hour. At each session he spells out an idea which the dealers can put to work in their business. Between each session there is a short intermission for the men to get together and talk over what they have heard, grab a "Coke," or otherwise break the monotony of the meeting.

Some companies, Standard Oil of Indiana, for example, maintain interest by putting on a sales show, and present the sales promotional program with well-planned skits and playlets. There are no set speeches. Portable stages with the required scenery and props are used. They can be taken down in a few hours,

loaded into waiting trucks, and moved overnight to the next destination.

Similarly, Sunbeam Corporation, Chicago, Illinois, applies the principle of giving dealers who come to their breakfast meetings a "top to spin" by having them brew their own coffee in Sunbeam Coffeemasters, fix their toast on Toastmasters and, to put zip into the party, the dealers are asked to come to the breakfast unshaven, so they can enjoy a shave with Shavemasters supplied for their use.

Since the reason for getting dealers together in meetings is to afford them an opportunity to arouse enthusiasm in one another, any program which helps to get them better acquainted and ready to participate in the meeting is very much worth while.

How Dealer Meetings Are Used: The dealer meeting as a sales promotional device attained popularity in the early days of the automotive industry. Car makers urged dealers to attend the national shows to preview new models, and took advantage of the enthusiasm which usually attended the showing of the new line to get them to place orders for the year ahead. It was not unusual for a manufacturer to sell the factory's annual production at such meetings. A dealer who came to the meeting convinced he could only sell 100 cars that year, under the spell of the oratory of the manufacturer's sales manager, decided to up his order to 200 cars before leaving for home. Hugh Chalmers was one of the pioneers in this development.

While dealer meetings are best suited to promoting the sale of big-ticket merchandise which requires creative selling, they are successfully used to "trade up" dealers in nearly every field. Among the many ways they can be made profitable are:

1. Introducing a new product or model.
2. "Selling" a packaged merchandising plan.
3. Introducing "trade up" educational programs.
4. Winning dealer cooperation and support for national advertising.
5. Getting dealers to make better use of advertising helps.
6. Combating price cutting and promoting fair trading.
7. Launching regional contests for dealers and store personnel.
8. Getting acceptance for sales training programs.
9. Promoting store development and modernization.
10. Promoting product demonstrations.
11. Enlisting dealer participation in industry-wide or community-wide consumer educational activities.

Since the dealer is not directly on the manufacturer's payroll, and since the meeting in the great majority of cases will take him away from his place of business during working hours for

anywhere from an hour to a couple of days, the meeting should be presold by the manufacturer to assure attendance. It should offer the dealer enough realistic nuts-and-bolts information so that he will be eager to come the next time.

WHERE TO HOLD THE MEETING

A meeting at the manufacturer's headquarters city has certain marked advantages in situations where it can be arranged. All the company's top brass can be on hand; dealers can actually tour the factory and be shown the scope of the company's operations; and the manufacturer can get the undivided attention of the audience for as long as is necessary.

Two disadvantages make headquarters meetings impossible for many companies. In the first place, the dealer organization is often just too big to be handled at a single meeting; second, the expense of transportation makes such a meeting impractical. Headquarters meetings are used chiefly by companies with comparatively few dealers and with dealers who handle the company's lines on an exclusive territorial franchise. The usual arrangement is for the dealer to pay his own traveling, lodging, and incidental expenses, and for the company to supply meals and entertainment during the period.

Cambridge Tile's "Suntile Seminar": The Cambridge Tile Manufacturing Company is among the companies which sponsor a headquarters meeting. A recent sales session was attended by more than 300 persons from 147 dealerships, all of whom paid their own transportation and hotel bills.

The preliminary invitation which brought this turn-out was sent months before the meeting; from then on printed stickers on every piece of dealer correspondence, letters on specific aspects of the program, and verbal reminders from company salesmen were all used to keep the meeting in the dealers' minds.

The meeting was held on a Friday and Saturday. The first day's program included a tour of the company's new plant and an afternoon business session, a cocktail hour and a banquet. On the second day several prominent outside speakers were on the program, which also included a round-table session on sales problems raised by the dealers themselves. Cocktails and another dinner concluded the day.

The retailers were invited to bring their wives, and the ladies attended the same sessions as their husbands. "By attending, wives of the dealers obtained a first-hand insight into their hus-

bands' and the company's joint problems," according to R. L. Carlee, the company's advertising manager.

A company planning something radically new might find a headquarters session a dramatic way of kindling dealer enthusiasm. It should be remembered that such a meeting involves a lot of hard work; Cambridge's staff spent 2 hours a day for several weeks rehearsing their parts in the show.

Headquarters Meetings for Dealer Panels: Another method of communicating with the dealer organization which is spreading in use is the headquarters meeting attended not by all dealers but by representative retailers. In some companies this panel is selected by popular vote among the dealers themselves; in other organizations, such as Frigidaire Division of General Motors, the panel is made up on a scientific sampling basis so it will include representatives in the proper proportions from cities and rural areas, from large and small dealerships, and so on.

This panel system was pioneered by the automobile manufacturers, but it has been spreading in other consumer durable lines. One stove manufacturer has a panel which meets at headquarters after each representative has held a meeting with all the dealers in his area; by this means problems of all retailers are brought to the attention of company officials. Following a national panel meeting, each man holds another conference with the dealers he represents to pass on to them the decisions reached and the selling suggestions offered.

A panel of this sort has a number of advantages. It permits the manufacturer with a large dealer organization to keep in touch with what his dealers are thinking and the problems they are facing, without involving him in the often impossible task of trying to get all the retailers together.

What was said to be the first meeting of this type in the petroleum industry was sponsored by the Deep Rock Oil Corporation some years ago. Independent jobbers elected representatives who spent 4 days at Excelsior Springs, a Missouri resort town, in a conference with Deep Rock's top management from the chairman of the board on down. All salesmen were also in attendance.

"This is not a one-shot or one-time conference," B. L. Majewski, vice president for marketing, said in announcing the session. "It will be a continuing plan under which Deep Rock franchise distributors, through their chosen delegates, can discuss with Deep Rock's top management any and all problems

that may arise at any time. Such discussions may be initiated either by the jobber delegates or the management."

A company planning to sponsor such a panel should consider carefully how far it wishes to commit itself to following the panel's recommendations. In one organization, which promised to do something about every suggestion made, the panel one year was overwhelmingly in favor of a very inexpensive kit of sales promotional materials. Against the better judgment of the manufacturer it was produced; within a few months the dealers themselves admitted that they had been wrong and needed a lot more material. Meantime a selling season had been lost.

A "Road Show" by Company Executives: Another popular method of bringing headquarters personnel and dealers together is for a team of executives from the sponsoring company to take the meeting on the road, repeating their presentation in a series of strategic cities to as many dealers as possible. Williams Oil-O-Matic Division, of Eureka Williams Corp., for example, sent a team of 10 executives on such a tour, presenting a 2-hour dramatic skit to dealer audiences in the following cities:

Charlotte, N. C., Friday
Philadelphia, Pa., Monday
New York, N. Y., Wednesday
Boston, Mass., Friday
Detroit, Mich., Monday
Chicago, Ill., Wednesday
Cincinnati, Ohio, Friday
Des Moines, Iowa, Monday
Minneapolis, Minn., Wednesday

There is the danger in this type of arrangement that the company executives will become somewhat tired or a little bored with the presentation before all of the meetings have been completed; this can be avoided, and travel expenses somewhat reduced, by exchanging personnel as the meetings proceed. The Eastern division manager, for example, will put on the show in Cleveland with the Middle Western manager in attendance; the latter will then take over his share of the program and carry it as far as Kansas City, where the Western man takes over.

Although it keeps the headquarters men away from their jobs a little longer, some companies always include enough time in such an itinerary for visits to the dealerships between meetings. This face-to-face contact, they feel, is of great value both to the company executives and to the dealer who can get his troubles off his chest directly to the top brass.

Regional Meetings: Probably the most common method of running dealer meetings is at the regional level, with a salesman

or branch manager in charge of the actual session and with props and equipment supplied by headquarters. The problem in this type of meeting is, of course, that of achieving equally high quality in a group of sessions run by men of very different personalities, often quite inexperienced in this kind of work.

An adaptable idea was used by one big appliance company in connection with a series of dealer meetings designed to "kick off" a national sales contest. The entire program was set up in tentative form and tested in one city before general release. As a result of this actual test, a few rough spots were straightened out and the company was able to issue a comprehensive program to the field.

The difficulty in keeping control over local meetings can be at least partially overcome by putting the essential story in such form that the person running the meeting has no chance to make a mistake. A manufacturer of refrigeration equipment, for instance, planned nine meetings to introduce a new line. While much of the detail was left up to the individual sponsor, the story of the new line was put on sound-slidefilm; in this way a uniform presentation was assured.

The more material that headquarters can supply, the more control will be obtained. Proctor Electric Company planned a meeting which the company's district managers presented to 67 different audiences of distributors. The district manager was supplied with a time schedule for mailing invitations, copy to use in the invitations, a minute-by-minute schedule of the meeting itself, a checklist of everything which had to be done before the meeting, a blueprint of the ideal room arrangement for the meeting, "canned" presentations for speakers and charts to illustrate them, and a supply of take-home broadsides which repeated the story.

The objection which is raised to any sort of "canned" material, that it may result in an unspontaneous affair, is of course valid. However, companies which have tried both ways are almost unanimous in their opinion that some degree of headquarters' control is necessary. If the time schedule permits, a factory representative can attend all of the meetings, to help out the local man with last-minute details and also to answer questions from the audience.

MEETINGS SPONSORED BY DISTRIBUTORS

In some fields where wholesalers or distributors are an active and aggressive group, the manufacturer is requested to appear

on programs sponsored by the distributor. The problem in these meetings, where representatives of several companies are usually present, is somewhat different from that in a meeting devoted wholly to the products of one company.

The Sales Management Committee of the National Wholesale Druggists Association recently prepared a list of do's and don'ts for such meetings, both from the standpoint of the manufacturer and that of the wholesaler. Here is the list for the manufacturer:

1. Make definite arrangements in advance with the Sales Manager as to time and place of meeting and be there.
2. Prepare an outline of talk and submit to Sales Manager to insure that he has complete knowledge of the subject matter.
3. Have samples of your product when presenting your story.
4. Tell the salesmen what the promotion consists of and break it down so the salesmen will have a complete picture of the program, in order to intelligently present it to the druggist.
5. Give a clear and concise sales story—something that the salesman can use when he is talking to a retailer. If possible, tell of a plan that has been used successfully.
6. Emphasize the important selling points . . . *Drive these home.*
7. Present the story in orderly fashion . . . be brief.
8. Put your point across fast, direct and hard.
9. Give one or more reasons why the retailer should buy.
10. Be sincere about wholesaler's accomplishment.

1. Don't ask to appear at the meeting unless you have a definite message.
2. Don't apologize for talk or preparation. Say what needs to be said without apologies. Excuses weaken a presentation.
3. Don't ask for questions from the audience.
4. Don't take advantage of the time allotted by running overtime. If you have only a 2-minute story, only take 2 minutes.
5. Don't brag about the number of deals you personally sold. Instead use the time to try and give the salesmen a story of how you did it.
6. Don't make comparisons between wholesalers on past accomplishments.
7. Don't give quotas to the salesmen at the meeting. Let the Sales Manager handle this phase of the program.
8. Don't offer bonuses or prizes to salesmen without clearing with the Sales Manager. Even then it is best to let the Sales Manager handle this part of the presentation. Don't tell the salesmen they will earn so much in commission.
9. Don't criticize salesmen about past performances. This is the Sales Manager's job.
10. Don't deal in statistics unless these are included on charts.

And here is the list for wholesalers:

1. Have a display of the manufacturer's item or line in the sales meeting room.
2. Be considerate of the representative . . . he may have traveled 200 miles to appear on your meeting program.
3. See that the representative goes on the program at the time assigned.
4. Give the representative a good introduction. Thank him for his cooperation.
5. Stress the importance of the manufacturer's line to the wholesaler's over-all business . . . make certain that the salesmen understand.
6. Make certain that the selling period immediately following the meeting features the item or line presented by the manufacturer's representative.
7. Review briefly the high lights of the talk before the representative leaves the room. Request the support and cooperation of all salesmen.
8. Make certain that the salesmen understand the importance of the item or line and its benefit to the druggists. Emphasize profit.
9. State that any points not clear will be discussed individually after the meeting.
10. Thank the representative for appearing on your program.

1. Don't say to the manufacturer's representative, "We are running behind schedule—perhaps you can cut your talk to 5 minutes."
2. Don't leave the impression with the representative that you are doing him a favor by having him appear on the program.
3. If you have questions about company policy matters discuss this later, not in the sales meeting.
4. Don't make joking remarks about the lack of turnover orders.
5. Don't allow the impression to creep into the salesmen's minds that because a similar promotion was worked in a recent period that a constructive selling job cannot be accomplished on the line presented.
6. Don't have competing representatives on the same sales meeting program . . . if this can be avoided.
7. Don't schedule a promotion on any item at an unseasonable period.
8. Don't invite a manufacturer's representative to appear on your program simply to fill up time.
9. Don't, in opening remarks, ever give the impression that the line being presented is of secondary importance.
10. Don't permit questions about the manufacturer's selling policy in the meeting.

FORMAL MEETINGS

The formal presentation has certain marked advantages. The entire program can be rehearsed and timed; usually it is possible to cover a lot more ground in a brief period in this manner. By manipulation of visual aids and by presenting material in a variety of ways, the meeting can be given continuing change of

pace to hold the interest of the audience. For a large group such a presentation is the only solution.

Of course the method has disadvantages as well. It is difficult for the sponsor of the meeting to know how much of the material has been absorbed. A big meeting of this kind, with a lot of

CONTACT

CONTACT the manufacturers you want to participate, to make sure they can do so

Send them a copy of your program and tell them the part you have assigned to them

Remember, of course, that no manufacturer should be expected to travel half way across the country to make a 10 minute talk!

Insist on competent representatives who know the products, who can demonstrate them and also talk well

If you cannot be assured of these, better omit them from your plans. A meeting or clinic of poor caliber is worse than none

When your Program is all set

Arrange for the meeting place if not in your own shop or store

Arrange for the refreshments, if these are included in your plan

Arrange for the entertainment if this is in your plan

NOW Call a meeting of your own staff. Be sure all the salesmen, counter men and delivery men are in attendance

Explain the whole program

1. The purpose and objective
2. Who are to be invited
3. Where it will be held
4. When it will be held

Tell your staff what you expect of each of them

1 In promoting attendance of the right people

2 In taking care of the people while they are there

3 In conducting themselves as gentlemen and as respected members of your organization

4 In cooperating with manufacturer representatives.

Page from "Guide Book to More Prospective Customers Meetings," prepared for Wholesale Distributors by Automotive Advertisers Council.

props, will cost substantial money. If the men scheduled for speeches are not practiced orators, or if the amateurs in a skit are too amateurish, the audience will be bored, and the sponsor will lose rather than gain good will. The longer and more complicated the meeting is to be, the more time will be required for preparation and the more possibilities there will be for something to go wrong.

Planning the Meeting: A folder on dealer meetings is usually kept permanently in the files of the sales promotion department. The day after a meeting has been held, collection of materials for the next session begins. This material may include lessons learned at the previous session, suggestions from dealers on topics they would like to have covered, sources of new meeting gadgets and props, and dozens of other details.

The meeting guide of the Automotive Advertisers Council, intended primarily for the wholesalers who are customers of members of the group, listed major areas of planning which are essential to a well-run meeting. The following outline is adapted from their publication:

1. General Plan:
   - Purpose of the meeting.
   - Time.
   - Size.
   - Participants.
   - Location.
2. Program Plan:
   - Subjects to be covered.
   - Demonstrations to be made.
   - Allotment of time.
   - Refreshments.
   - Entertainment.
   - Prizes.
   - Props.
3. Contact Participants:
   - Make assignments.
   - Give out copies of program.
   - Rehearse and time speeches and skits.
4. Advertise:
   - Direct mail.
   - Telephone.
   - Personal invitations by salesmen.
   - Admission cards.

In general, 2 months ahead is probably an absolute minimum for making detailed plans for a meeting of this nature. Com-

panies which invest substantial sums in this type of sales promotion begin their planning as far as a year ahead.

Ordinarily, the success or failure of a formal meeting is pretty well determined before the first dealer is greeted at the door. Advance planning and detailed rehearsal are essential if the affair is to run smoothly. Should the meeting be planned to run in a number of cities, it is important to remember that the program must be readily adaptable to rooms of varied dimensions and facilities.

Getting Attendance: Teaser cards sent in advance of the program announcement can be effective in arousing curiosity about a forthcoming meeting. If they carry a line like, "Reserve the afternoon of June 25," it will be helpful in getting the dealers to avoid conflicting plans.

The type of mail promotion used to get attendance will depend upon the type and purpose of the meeting. If it is to be a dignified presentation of a new product, some of this dignity should be in the invitations. If, on the other hand, it is going to be used to announce the biggest sales contest in the company's history, the sales promotion man can let himself go.

The company's salesmen should be completely informed about the meeting before they make their last swing through their territories before the meeting date. The personal touch, backed by factual knowledge of just how the session will benefit the dealer, can help to bring out a lot of retailers who might otherwise be reluctant to spend the time.

Door prizes can be used to stimulate the largest attendance. A stunt employed by the Sales Executives Club of Chicago might be adapted. Persons who registered before a certain date were given ten stubs for the prize drawing; persons who registered after this date, but in advance of the meeting, got five; and those who registered at the meeting itself got only one.

An attempt to get advance registrations is very helpful. It commits the dealer to keeping his calendar clear on the meeting date. It also gives the sponsor of the meeting a good idea of the facilities that will be needed—size of meeting room, number of chairs, type of visual aids to be used, and so on. Advance registrations can be requested in the announcement.

Change of Pace Is Important: A formal meeting is essentially a show, and those in attendance will at least subconsciously compare it with professional performances they have seen. Recognition of this fact has led a number of companies recently to use professional actors for the skits in their dealer meetings.

Because of this attitude, change of pace is basic to a successful formal meeting. It can be obtained in a variety of ways; the important point to remember is that presentations should be as varied as possible. Here is a typical outline for a 1-day meeting:

Welcome Address. A formal speech.

Outlook for the Selling Season. Another speech, but with statistical data on charts or overhead projector slides.

How to Sell the Product. A panel of four outstandingly successful dealers.

Luncheon. A humorous talk by a professional speaker.

Advertising Plans. A skit.

Sales Training Plans. A sound-slidefilm.

Product Demonstration. Audience participation, with each man given a sample of the product to handle and work with.

Dinner. A short speech by the president of the company summarizing the day.

In planning a specific session, of course, the form of each presentation will be dictated by the kind of information the company wishes to put across. It is surprising, however, how many different methods of presentation can be employed if the session is deliberately planned with this angle in mind.

The director of training for a leading automobile company prepared the following quick checklist for use in selecting the most effective method of presentation:

MOTION PICTURES (silent or sound), FILM STRIPS OR SLIDES (silent or sound)

Use when over-all view or impression is needed, for group demonstrations of sales situations or methods, when noise of actual operation would prevent explanation, to show actual use or operation of product at distant points, when operation has to be slowed down or stopped for explanations, when viewing factory operation would hamper production, when it is safer to view from film instead of in person.

PROJECTIONS

Where all of group need to look at same drawing, chart, or photograph simultaneously and leader wants to focus all attention on one specific point.

ILLUSTRATIONS, CHARTS, DIAGRAMS, PHOTOGRAPHS

When trends need to be emphasized, when keeping sequence clear is important, for comparative statistics, for clarifying intangible points, when actual product or part is not available.

SAMPLES

To show real object.

CUTAWAYS

To show structure of opaque object, relative position.

MODELS, LARGE-SCALE

Large enough to permit handling, identify small parts.

MODELS, SMALL-SCALE
Permit operation without using large quantities of material, make a whole operation visible.

BLACKBOARD
For sketches, diagrams, outlines, definitions, directions, summaries, assignments.

BOOKS, MANUALS, PAMPHLETS, INSTRUCTION SHEETS
For standard information and guides, manufacturer's information, reference background.

CARTOONS, POSTERS
To arouse interest, attract attention.

The Meeting Timetable: A successful dealer meeting starts on time, runs on time, and finishes on time. There is nothing that detracts from the effectiveness of a meeting more than late starts, talks which run overtime, or holding the audience after the time the meeting is supposed to break up.

To avoid the possibility of bad timing, it is advisable to prepare a timetable stating the number of minutes allotted to each speaker or each presentation.

PROGRAM TIMING

Proctor "Lady Be Seated" Dealer Meetings

I. WELCOME—OG&E REPRESENTATIVE
Time: 1 Minute
Ardmore—D. Anderson
Enid—E. D. Dixon
Muskogee—C. M. Smith
Shawnee—Otto Crutchfield

II. INTRODUCTION OF PROCTOR PERSONNEL BY SOUTHWEST RADIO AND SUPPLY COMPANY DISTRICT SALES REPRESENTATIVE
Time: 1 Minute
Ardmore—Mr. Fleming
Enid—Mr. Williams
Muskogee—Mr. Burrough
Shawnee—Mr. Burrough

III. HISTORY OF "SIT-DOWN IRONING" AND THE DEVELOPMENT OF THE "LADY BE SEATED" PROGRAM
Time: 5 Minutes
Bob Dewalt

IV. BRIEF PRODUCT STORY ON "NEVER LIFT IRON"
Time: 2 Minutes
Bob Dewalt

V. "OLD VS. NEW" SKIT
Time: 2 Minutes
Gus Nelson
1 girl

VI. "LADY BE SEATED" TECHNIQUE "HOW TO IRON A SHIRT IN LESS THAN 5 MINUTES"
Time: 5 Minutes
Suzanne Patterson

VII. PREPARATION OF CLOTHES
Time: 5 Minutes
E. Moore—Explaining
Joe Wiggins—Preparing Clothes
A. Sprinkle shirt once—Group watching
B. Repeat—Group participating

VIII. EXPLANATION OF IRON
Time: 3 Minutes
E. Moore
A. Release
B. Left- and right-hand ironing
C. Balance
D. Temperature control
1. Set dial to light cotton.
E. Plugging in the iron
(Heat iron if possible)

IX. TECHNIQUE OF IRONING A SHIRT
Time: 15 Minutes
E. Moore—Explaining
Joe Wiggins—Ironing
A. Iron one shirt slow motion

Program Timing (continued)

B. Repeat—class ironing

C. Contest

1. Divide into groups
2. Explain contest
   a. Time—stop when finished
   b. Prize for women
   c. Prize for men
3. Technique—75 per cent
   Appearance—12½ per cent
   Time—12½ per cent

X. SOUTHWEST RADIO AND EQUIPMENT PROMOTION PLANS

Time: 5 Minutes
Bob Dewalt

XI. OKLAHOMA GAS & ELECTRIC PROMOTION OF "SIT-DOWN IRONING"

Time: 3 Minutes
D. Anderson
A. Introduce OG&E Local Home Service Representative

XII. PROCTOR AND DISTRIBUTOR FOLLOW-UP PLANS

Time: 5 Minutes
Bob Dewalt

XIII. PROFITS, DEALER ACTIVITIES AND ORDERS

Gus Nelson

XIV. REFRESHMENTS

XV. DISCUSSION AND ADDITIONAL TRAINING FOR THOSE WHO WISH TO PARTICIPATE

Stunts for Meetings: Another method of getting change of pace in a meeting is by the use of brief but dramatic stunts to liven up the proceedings. These take a variety of forms; one simple but highly effective example is the "magic chart" used by The Kroger Company. For a graphic presentation, a board was prepared with staples tacked vertically at each point where the graph line turned up or down. A fine but strong white thread was passed through the staples; as the talk went on and the chart was needed, an assistant behind the board pulled the thread, bringing into view a tightly woven corded rope of the type upholsterers use for edging. From the audience's viewpoint the chart "filled itself in."

A somewhat different type of stunt is the "hopper." This was used effectively at a dealer meeting sponsored by Culligan, Inc. On stage was placed a huge hopper made of cardboard, and open at the top. Each speaker wrote the figures from his presentation on chart-sized paper which was thrown into the hopper. After advertising plans, promotion plans, and all the other material had been thrown in, the last speaker ground up the material and opened a drawer at the bottom. Out of the hopper came money—dollars for the dealers.

Stunts are particularly effective if they are used to high light the major message of the meeting. If they are not employed with caution they may prove a side show which distracts attention from the main tent.

Audience Participation: Even in formal presentations, there is a growing trend toward getting the audience into the act. As a minimum it may be suggested that after each presentation a few minutes should be allowed for questions. This gives a

"cushion" to prevent the meeting from running overtime, since the question period can be shortened if need be; the nature of the questions asked gives the sponsor a good indication of how well his presentation has been absorbed by the listeners.

A second type of audience participation is based on radio programs of the "Information Please" type. In one version of these meetings, representatives of major departments in the sponsoring company—a man each from sales, production, service, advertising, and perhaps market research—are the "panel of experts," and the audience is invited to submit questions for one or more of them to answer. In another version, members of the audience form the panel and the other dealers present can submit questions on problems of retail operations.

In another audience participation technique, a competitive angle is added. Four volunteers, for instance, are timed while they erect a point-of-sale display; the man who finishes first wins an award and the audience is shown how easy it is to do the job. Another stunt of this type is for the master of ceremonies to light a match. While the match burns the contestant demonstrates his sales talk; after all contestants have tried, the applause of the audience determines the winner.

For a company whose product lends itself to such treatment, a session in which each dealer is given a sample to handle can be valuable. Introducing a new meat-slicing machine, for instance, one company recently put a machine in front of each dealer at the meeting. As the talk on the new product proceeded the dealers actually dismantled the machines; when they had been put together again each man was given a section of meat to slice. The sliced meat was then used for the cold buffet luncheon which followed.

Audience participation does break the monotony of a formal meeting, and it is helpful in making the dealer feel himself part of the show. The danger is that unless there is a firm hand on the helm during an audience participation session, the timing of the meeting will be thrown off. Some good-natured device like a clock which goes off at the end of the speaker's allotted time can be helpful in minimizing this problem.

Supplying Props for Regional Meetings: For a formal meeting at the regional level it is usually advisable for headquarters to develop a simple but comprehensive kit of materials to be used in the presentation and send copies of the kit to each man who is to run a session. With the kit a brief manual or outline

is usually included, indicating to the man in charge what the meeting is intended to accomplish, the amount of time to be allotted to each subject, suggested arrangements for the meeting room, and instructions on how and when to use his props.

In planning regional meetings it is important to remember that they will be presented under a variety of physical conditions. For this reason, to take a single example, many companies prefer slidefilm or overhead projector slides to material on charts, because the size of the image can be adjusted to suit the size of the audience and the shape of the room.

All props for such meetings should be kept as simple as possible and their use explained carefully. It is always advisable to run through the whole meeting in a "dress rehearsal" to make sure the participants are familiar with their parts. It is also handy to prepare a checklist of all the details which must be taken care of before the meeting starts.

Sales Meeting Checklist: A successful sales meeting is largely a matter of little things done right. A projector which doesn't work because somebody forgot to check the outlet and make sure it was close enough to the projector for the extension cord; lights which were supposed to go out, but no arrangements made to put them out; inadequate spot lighting; these and a hundred other things can "gum up" any meeting. Here are a few check questions from the Lily-Tulip Cup Corporation's manual, "Conducting Sales Meetings That Pay Off":

1. ☐ YOU—Are you prepared? Know your subject matter thoroughly?
2. ☐ THE WHOLESALER—Did you confirm meeting *date, time, place?*
3. ☐ THE ROOM—Enough chairs for everyone? Wide center aisle to permit film showing? Enough air, light?
4. ☐ EQUIPMENT—Have you all the props, samples, easels, charts, manuals, etc., you will need?
5. ☐ If you plan to show "Paper, Guardian of Health," have you allowed sufficient time for shipment to you? Have you arranged for, and confirmed, the use of a movie projector and services of an operator if necessary?
6. ☐ Is your sound-slide projector in *good running condition?*
7. ☐ Is the *cord* of your projector *long enough* to reach the outlet?
8. ☐ Can the room light be switched off *without cutting off current* for the projector?
9. ☐ Is the screen placed so that *everyone can see it easily?*
10. ☐ Is the projector *correctly placed* and *focused* so that the picture *fills the whole screen* and the *image is sharp?*

11. ☐ Have you practiced running through each film and record in the meeting room, *testing* for *volume*, record *flaws*, *speed*, and *needle noise?*
12. ☐ Are the films *rewound* and *ready for showing* at the meeting?
13. ☐ Have you the *right film* and *record?*

CONFERENCE AND ROUND-TABLE MEETINGS

Conference meetings, in which all those in attendance are urged to contribute their thinking and their experience, are growing rapidly in popularity. The psychology of such meetings is that agreement reached after general discussion is apt to be more genuine, and action is more likely to follow from it. The fact that a dealer knows the company is interested in his viewpoint and eager to obtain his ideas can be helpful in building a loyal, hard-hitting organization.

Since the dealers are not directly on the manufacturer's payroll, the informality of a conference-type meeting is likely to appeal to them more than is the somewhat colder, formal speech-making type of session. In the course of the conference the leader can check continually on how much information is actually being absorbed. Finally, the conference method offers a system by which a manufacturer with a large and complex system of distribution can pass information all the way down the line. The U. S. Rubber Company, whose program will be described in detail a little later, planned its conferences to sift down through distributors and dealers to, eventually, 30,000 retail salespeople.

Conference method has certain disadvantages. It requires meetings for small groups; anything much over 40 begins to become unwieldy, although some companies have held conferences for as many as 100 dealers at a time. Ordinarily, it is difficult to get information to the whole organization rapidly with this kind of meeting. Unless conference leaders are trained in the technique of keeping their meetings on the beam, it is a very wasteful method of passing on information. This training of trainers becomes a very serious problem in organizations whose distributive setups are plagued by rapid turnover; however, it is certainly no more serious than the need for maintaining a supply of adequate public speakers for more formal sessions.

How to Run a Conference: The following brief outline was contributed by the former training director of one highly successful sales organization. It is taken from a booklet for dealers called "How to Conduct a Sales Conference."

GET READY

Define objective clearly—If there is no objective, don't hold a meeting. Decide what is specifically wrong and list points to cover in logical sequence to discuss.

Decide what methods or aids you will need such as: Exhibits, reports, diagrams, blackboard, samples, models, photographs, charts, film strips, etc.

Choose a suitable place to hold the meeting—a room that is large enough, where lighting and ventilation are adequate and chairs comfortable, where you will not be interrupted or disturbed by noises or visitors.

Set a time for the meeting—Consider reasons for having the meeting. Is it worth the collective time that will be spent on it? Are hours convenient for all? Do not make it any longer than necessary.

Notify those who will attend—Give them time to arrange to come. Do not make the interval so long the meeting is forgotten. Is a personal last minute check of expected attendance necessary?

Make a last minute check of facilities—The room, the methods, and aids.

OPEN THE MEETING

Start the meeting on time—If you habitually wait for stragglers you penalize yourself and those who are prompt. Put group at ease. Keep meeting informal.

State the objective clearly—State just what you are trying to accomplish. This is basic for concentrating attention on some specific subject which you want understood, accepted or opened up, corrected, improved, or prevented. Put your objective on the blackboard if necessary—stress its importance—refer to it—hold to it. Talk while you do board work and don't block the view.

Find out what the group already knows about the subject. Fill in the gaps.

GUIDE THE DISCUSSION

Provoke group thinking by using questioning technique. Be impersonal. Direct thought-provoking questions to individuals, not to the group. Do not "call on" a member or introduce the question by his name—use the name at the end of the question. Avoid questions that can be answered by "yes" or "no." Try to keep participation voluntary, but if some are reluctant, direct leading or obvious questions to them.

Keep participation moving—Don't let any one person monopolize the discussion. Be ready to break in with a "thank you"—and have a question ready for another member. Don't answer his questions directly. Get other members to answer them—but avoid arguments.

Define obstacles—Find out whether anything interferes with accomplishing the objective—and what it is. Guide the discussion toward concrete evidence and specific difficulties you can do something about.

Discuss possible solutions—If needed, list obstacles and solutions on board. Talk while you do board work. Do not block view of board. Summarize frequently.

Clinch ideas—With reports, samples, charts, and other materials. Use illustrations, motion pictures, film strips, diagrams, mockups, cutaways, exhibits, etc. Confine discussion to specific subject under consideration. Watch your schedule so you can close on time.

CLOSE THE MEETING

Summarize solutions—Get agreement. Each solution should be clearly under-

stood by all. Majority rules. An effective plan should be developed to carry out the objective.

Assign responsibility for agreed action by making sure each understands "who's going to do what, and when." Forestall "buck-passing." Use the board if needed.

Compliment on participation—To make them realize they've had a part in solving the problem. Be genuine and appreciative so they'll want to help you solve other problems.

Finish on time—Close the meeting just once. When the objective has been reached, quit—even if it's ahead of time.

Record obstacles and agreements so an efficient follow-up can be carried on and results measured. It might be advisable to give each a written report on action decided or policy accepted.

How U. S. Rubber Uses Conference Method: The U. S. Rubber Company spent 3 years developing a conference meeting program which resulted in distributors paying for training materials and for personnel overtime and holding more than 5,000 meetings in a 6-month period. The activity may offer a few suggestions to other organizations.

Once the decision to use conference method was reached, seven trainers were hired and given a 3-months' course in conducting conferences. They were then assigned to various sections of the country to pass the technique along to company salesmen. These in turn carried the story to distributors, and the distributors reached the ultimate objective—the retail sales personnel.

Naturally, not all salesmen were either enthusiastic about or proficient at the conference technique. The men who got the idea began using it at once, while the trainers worked individually with the less successful men. Each trainer sat in on several conferences with each man, offering suggestions for improvement until the salesman could run a practically perfect meeting.

To assure uniformity in the program, U. S. Rubber developed a very simple kit for sale to distributors. It contains two basic tools —the conference manual is a loose-leaf notebook with a trick cover which permits the leader to use it at about a 30-degree angle to guide his own presentation, or to stand it at about a 70-degree angle for use as a visualizer for the audience; an easel is also included which has flip-flop chart presentations on the right side and big sheets of blank paper for notemaking on the left.

With the purchase of the manual and easel the distributor receives sets of all the charts and course materials currently in stock. As new programs are developed they are mailed to participating distributors. Some of the materials, of course, become

dated and are discarded, but the others remain available in a single handy package. As a result the program is elastic; a new development can be brought to the organization's attention quickly, and the individual distributor can arrange to repeat any part of the material as he thinks necessary.

One final point about this activity is quoted in the sales training director's own words: "The use of conference method does not imply at all that we ignore any of the aids to training. Our meetings vary a good deal—some include films, some stunts, some demonstrations, and so on. The important point is that we recognize aids as just that. Showing a film doesn't prove anything unless the audience actually learns from it."

Conferences at Formal Meetings: Situations will of course arise from time to time in which a combination of a formal presentation with individual or group conferences is necessary. Gunnison Homes uses this technique in conjunction with a 1-day headquarters meeting for dealers and prospective dealers. The major portion of the day is given over to a tour of the plant and speeches on the company's plans and activities. These end at about 4 o'clock, and the last hour is spent by the dealers discussing problems on an individual basis with whichever member of the headquarters staff is most immediately concerned.

HOW TO GET THE MOST OUT OF A MEETING

A basic rule for any type of sales promotional activity, so simple that it is occasionally overlooked, is that the sponsor must decide in advance exactly what it is he wishes to accomplish. If the meeting is intended to arouse enthusiasm for a new product, it will take an entirely different form and approach than will a session in which techniques for recruiting the best types of salesmen are to be presented.

Speaking of meetings for his own sales force, A. R. Kneibler, vice president in charge of marketing for Coopers, Inc., said recently, "The basic question which must be answered is: What is the purpose of a conference? Is it worth the expense of bringing our men to Wisconsin from all over the United States so the president can tell them we're a good company, the treasurer can tell them expenses are too high, and the sales manager can tell them to get out and sell?"

Modified to suit the situation, this critical approach is even more important in planning a dealer meeting. The sponsor is inviting a group of independent businessmen to spend an hour or

a day listening to his pitch; if the meeting is to be a success it had better offer them something.

It is usually not a good idea to schedule dealer meetings at a traditional time of year or on an annual or semiannual basis; there is always the possibility that the program will be planned because "We've got a meeting coming up," rather than because the manufacturer has some significant information for the group.

At the other extreme, there are companies which do not use meetings as often as would be advisable. Any time that the company has a story to tell the whole organization, a meeting should be at least considered. The basic question involved is whether it

An attractive meeting place adds much to the success-potentials of sales meetings. This Kimberly-Clark Sales Center auditorium seats about 200 persons, and is provided with all facilities for use either as a conference room or a "theater" for skits, playlets, and films, for sales-training and sales-promotion meetings.

will be more economical to do it this way or to have the salesmen pass on the story to each dealer individually, cutting into his few precious hours of selling time and subject to the interruptions which are almost inevitable in a retail store.

Staging the Meeting: Much of the success of a conference depends upon arranging the room so the conferees will be comfortable and the speaker will be at ease. If the hotel has some comfortable armchairs, instead of the folding contraptions most

of them provide, insist upon having them. If possible arrange for tables, putting them in rows, with not more than two men (facing the platform) to a table. It is nice to have a place to make notes and keep papers. If the men are strangers to one another, it costs but little to have a "place card," lettered large enough to read from a distance, for each man. It also establishes his right to the place, and makes him feel important. At the back of the room, post a list of those attending the conference, the number of their table, and their business connection. That facilitates visiting during a "seventh inning" stretch. It is also a nice gesture, to have an inexpensive binder containing the agenda and other material to be used during the meeting, with the dealer's name stamped on it. It is something in which he can keep his papers and memoranda, and can take home.

Another important detail about conference meetings is the seating arrangement. Unless pictures are to be shown, it is best not to have a wide aisle down the middle of the room to the platform. Space the chairs (or tables) far enough apart so conferees will not have to climb over one another, and have aisles on each side. Speaking to an empty aisle is hard on a speaker. He has to keep turning his head from one side to the other. If pictures or slides are to be used, try to arrange for an overhead projector, placed in the back of the room rather than in the aisle. A white board, instead of a blackboard, permits the use of colored crayons. It also is more easily lighted. The less furniture on the platform the better. Let those who are going to participate in the meeting sit in the front row, until called. The speaker should have the undivided attention of his audience.

Be Realistic: It is a good idea to have at least nominal responsibility for meeting arrangements placed with a high company official, because to be realistic means to be tough as well. If company personnel are to be used for skits, their dramatic ability is far more important than their titles in the organization, but this is not a matter for an assistant sales promotion man to explain to the president.

An account executive for an advertising agency, after attending a couple of the dealer meetings sponsored by a client, tactfully told the president of the client company that he had been bored stiff and suspected the audience had too. Asked for suggestions, he proposed formal training for company executives in public speaking. Ten top men, at the invitation of the president, took such a course—and interest in later meetings was much higher.

A critical approach to meeting content may make it necessary to step on a few toes in the interest of a good show. Many meetings are far longer than they need be because certain departments or personages have traditionally taken part in each program.

Being realistic involves accepting the facts of the company's situation and planning the meeting on the basis of those facts. Regional meetings, if half the company's branch managers are not good public speakers, should be planned so that the managers will have a minimum of speaking to do. Conference meetings are almost sure to flop if the men in charge have not been trained in conference method. Equipment which is new to the men who will have to use it should never be used in a meeting without drilling the users in its operation. And so on.

Re-Use Meeting Materials: Very often the meeting sponsored by the manufacturer is followed by similar meetings run by the distributors for dealers in their franchise areas. In this situation it is economical and practical to make at least part of the material from the first meeting available for the other meetings at very little cost.

At a meeting of the Venetian and Vertical Blind Association a "how-to-sell" skit was presented. The presentation was recorded on wire tape and made available to members for use at later meetings.

The Seven-Up Company produced a successful distributors' meeting at which 50 separate events were crowded into a 2-day session. Mimeographed copies of all the skits were offered to the distributors for use in their meetings. Because the program was planned to include this idea, all skits were kept very simple—short, with just a few characters, and using as few props as possible.

The Eureka Williams "Alibi Ike" meeting, mentioned earlier under traveling meetings, proved so successful with dealers that it was repeated to a wider audience some months later at the National Oil Heat Exposition.

Iron Fireman Mfg. Company set up a row of "tough guys" representing various kinds of sales resistance, and passed out baseballs for the audience to use in knocking them down. The idea was used over and over again.

Supply Take-Home Materials: Whether they be simple or elaborate, some kind of written summary sheets covering the material presented in the meeting should be given to those attending, at the end of the session. In the case of an extended meeting for

big distributors, some companies go so far as to record and publish a transcript of the entire proceedings of the meeting.

Organizations which sponsor a dealer bulletin can of course use an issue of the publication to summarize the meeting and get a lot of dealers' pictures in print.

It is usually a good idea to preface any discussion which involves a mass of statistics with the statement that the figures will be made available after the meeting. Otherwise the conscientious note-taker will probably get lost along the way, and all of the audience is likely to lose the broad pattern in an attempt to keep the figures in mind.

Another organization used a readily adaptable idea for a conference meeting at which a number of graphs were employed. Instead of putting the graphs on big charts, the company mimeographed them on standard letterhead size paper. Each participant was given a complete set before the meeting began. He could follow the presentation from the sheets in front of him and take the whole collection along for reference afterward. However, the audience has a tendency to play with the papers during the meeting.

Follow-Up for Action: The meeting has ended; the compliments have been exchanged; the audience has gone home. It still isn't over for the sponsor who wishes to be sure he has put his story across, because a follow-up for action is necessary.

Sometimes it is possible to get a commitment from the audience at the time of the meeting and to simply check sales control records to see that the dealers are living up to their commitments. Ordinarily, however, this is not enough. The company's salesmen can often check in the course of their regular trips through their territories, and headquarters can help them by direct-mail pieces.

The more individualized the follow-up, the more effective it will be. Some distributor and dealer meetings, as has been mentioned before, are planned to allow 1 day at the end for individual conferences. In these conferences the dealers can outline their plans for adapting the manufacturer's program to their individual operation.

A company working through distributors, in a situation where the distributor runs the dealer meetings, has an even more complicated problem. U. S. Rubber has asked its distributors, on a purely voluntary basis, to report on each such meeting held and comment frankly on how successful it was. Although this will not give an accurate figure of the number of meetings held, it does at least establish a minimum.

CHECKLIST FOR A SUCCESSFUL MEETING

1. ATTENDANCE

   Total number of members expected
   Method of transportation to hotel city
   Limousine service from airport

2. DATES

   Date group will arrive
   Date group will depart
   Date uncommitted guest rooms are to be released

3. ACCOMMODATIONS

   Approximate number needed:
   singles..............doubles..............suites...... ......
   Room rates for members
   Reservations confirmation: to delegate, copies to group chairman or secretary

4. COMPLIMENTARY ACCOMMODATIONS

   Number of hospitality suites needed
   Room rates
   Bars, snacks, service time and dates
   Names of contacts for suites
   Checkrooms, gratuities

5. GUESTS

   Invitations to local dignitaries
   Tickets
   Transportation
   Welcome at hotel
   Guest speakers

6. SPECIFIC EQUIPMENT AND FACILITIES

   Signs for registration desk and other points: program schedules, directional signs, welcome signs
   Complete list of available equipment and prices furnished
   Notes to be placed in guest boxes
   Lighting: spots, floods, operators
   Size of staging
   Blackboards, chart stands, easels
   Lighted lectern, gavel, block
   P.A. system: microphones, types, number
   Recording equipment, operator
   Projection equipment, blackout switch, operator
   Phonograph and records
   Piano, organ
   Printed services
   Special flowers and plants
   Decorations (must meet fire regulations)
   Dressing rooms for entertainers
   Garage and parking arrangements
   Other equipment
   Cost of extra equipment or services
   Telephones, number

6. SPECIFIC EQUIPMENT AND FACILITIES (Continued)
   Flags, banners
   Photographer, stenographer
   Radio and TV broadcasting: closed-circuit TV
   Live and engineering charges for radio, TV

7. MEETINGS
   Times and dates of each
   Room assignments and rentals
   Complete floor plan furnished
   Headquarters room
   Seating plans for each meeting
   Speakers' tables
   Timing of meetings for speedy traffic flow
   Staging required
   Other equipment
   Points to check just before each meeting:
      Checkroom operation
      Seating plan as specified
      Location of additional seats
      Room temperature
      Operation of P.A. system, mikes, recording equipment
      Lectern and light, gavel, block
      Water pitcher, water and glasses at lectern, at conferees' tables
      Table ashtrays, stands, matches, pencils, notepads, paper
      All audio-visual aids: charts, stands, easels, blackboards, etc.
      Projector, screen, stand, operator
      Piano, organ
      Lighting as specified
      Signs, flags and banners placed correctly
      Special flowers and plants
      Other special facilities
      Signs directing members and guests to rooms
      Stenographer, photographer present
   Points to check after each meeting:
      Removal of organization property
      Check for forgotten property

8. ORGANIZATION OF EXHIBITS
   Number of exhibits
   Floor plans
   Date of setup and dismantling
   Room assignments and daily rentals
   Name of display company
   Directional signs
   Labor charges: electrician and carpenter services
   Electrical power, steam, gas, water and waste lines
   Electrical charges
   Partitions, backdrops
   Storage of shipping cases
   Guard service

9. REGISTRATION
   Approximate time required
   Registration cards: number and size

Personnel to handle
Number of tables______, chairs______
Ashtrays
Typewriters: number and type
Paper, pencils, pens
Signs
Water pitchers, glasses
Lighting
Telephones
Bulletin boards: number and size
Cash drawers: number and size
File boxes: number and size
Safe deposit box
Points to check just before opening:
  Personnel understanding of procedure
  Necessary information on registration cards, badges
  Location of programs, other material
  Hospitality desk
  Mimeograph registration lists
  Posting of instructions at convenient spots
  Location of tables
  Lighting at tables
  Wastebaskets
  Cards, pencils on tables
Points to check during registration:
  Presence of administrator to make policy decisions
  Policy for registration of members after desk is closed
  Provision for checking funds at closing time

10. BANQUET FACILITIES

Complete floor plans of banquet rooms
Dates and times of each banquet or catered gathering
Assignment and rental of banquet rooms
Seating plan for each banquet, special menus, place cards
Equipment for each banquet
Other special requirements
Points to check just before banquet:
  Seating style as specified
  Menus and place cards as specified
  Ashtrays
  Audio-visual aids
Points to check just after banquet:
  Removal of organization property
  Check for forgotten property

11. ENTERTAINMENT

For reception, banquet, special events
Entertainers and orchestra rehearsal for shows
Recorded or live entertainment
Music stands provided by orchestra or hotel
Variety of entertainment program

12. MISCELLANEOUS
    Sightseeing trips arranged
    Car rentals

13. PUBLICITY
    Publicity committee
    Press room, typewriters and telephones
    Personal calls on city editors, radio and TV program directors
    Press releases
    Copies of speeches in advance
    Arrangements for photographs, publicity

Courtesy Hyatt House Hotels and Training in Business and Industry

Chapter 23

PROMOTIONAL CONTESTS

IN recent years, contests have become an effective and widely-accepted form of sales promotion. They are employed in every industry, from packaged goods to industrial products, and by publications.

Today, most contests do not require the entrant to make any cash outlay whatever. He need not buy anything. If he doesn't have a box-top, a facsimile sketch, however rough, is often acceptable. All this is due to the need for compliance with government regulations and to the desire of the advertiser to bring his product to the attention of as many potential customers as possible.

Manufacturers selling through retailers try to channel this interest to dealers' stores to expose prospective buyers to the product and to give the dealers a chance to make a presentation. Some companies mail out numbered tickets, and the contestant has nothing more to do than enter a dealer's store to verify whether or not he won a prize! That's when the dealer receives the opportunity to do some selling.

While the nature of sales contests has changed considerably the underlying principle of this form of promotion remains: *Get people to do something.* Any promotion which gets "audience participation" is good because it bridges the gap between indifference and action. Whether it is mailing in box tops, sending a post card to your favorite radio station, guessing the names of famous people from partially concealed photographs, or writing 25 words to tell why you favor some advertised product over all others, the promotional principle is the same—audience participation. The more people you can get to participate, the more people you have on your side. Whether they buy or not is another matter. At least you have taken the first step—getting their interest and attention.

In some years, more money has been spent from the advertising appropriation to promote contests than to promote premiums; in other years, the trend has been in the other direction.

An analysis by *Premium Practice* magazine of 478 contests advertised in 10 leading publications showed that 150, or 31 per cent, required no cash outlay on the part of respondents; 77 called for from 1 to 24 cents; 149 for 25 to 49 cents; 75 for 50 cents to $1; and 10 for over $1. Seventeen offers called for no evidence of purchase.

Out of 180 contests, 128 or 70 per cent offered merchandise or merchandise-and-cash prizes; 52 offered cash only; 62 required the completion of a sentence, 32 the completion of a limerick, 19 the writing of a letter, and 7 the writing of a slogan; 60 contests were of different types.

CONSUMER CONTESTS

The promotional contest, as we are considering it here, differs from the competitive contest used to motivate salesmen. This type of contest is used in sales management and is covered in Chapter 45, "Sales Contests and Drives," of our *Sales Manager's Handbook*. It is based on the principle that men will put forth a greater effort when they are pitted against one another in friendly competition than when they have only a money incentive to induce them to work. There is an appeal to pride as well as to gain. While this principle is sometimes found in consumer contests, where costly prizes are offered to a few winners, the sales purpose of such contests is to get people to participate in the competition, by going to their dealers and asking for the product.

The effect of a number of customers asking for a product not in stock usually results in the dealer ordering from his supplier. This process lays the foundation for national distribution. This technique is particularly suited to spot radio broadcasts and television. However, its use is limited to fast-repeating, popular-priced products available through established channels of trade. Failure usually results if the product lacks repeat qualities, or involves too large an outlay on the dealer's part.

Examples of Consumer Contests: A $175,000 Win-a-Way contest featuring prizes for 3,000 people, grand prizes for two, was conducted by American Machine & Foundry Company, Bowling Products Group, Westbury, New York.

Ads announcing the contest appeared in 8½ million copies of *Life*. Each ad bore a "lucky number" which had to be matched on a prize winner list available only at AMF dealers. Since the magazine publishes a number of regional editions, only participating dealers in specified areas covered by the regional edition were listed.

If a reader's "lucky number" appeared on the prize sheet, he won his choice of an AMF bowling ball, bag, or shoe set pictured in the ad.

Entrants also had a chance to win an all-expenses-paid trip for two to Europe, or a trip for a five-member bowling team to any authorized tournament anywhere in the U.S. during 1966. There were also 10 consolation prizes of $100.

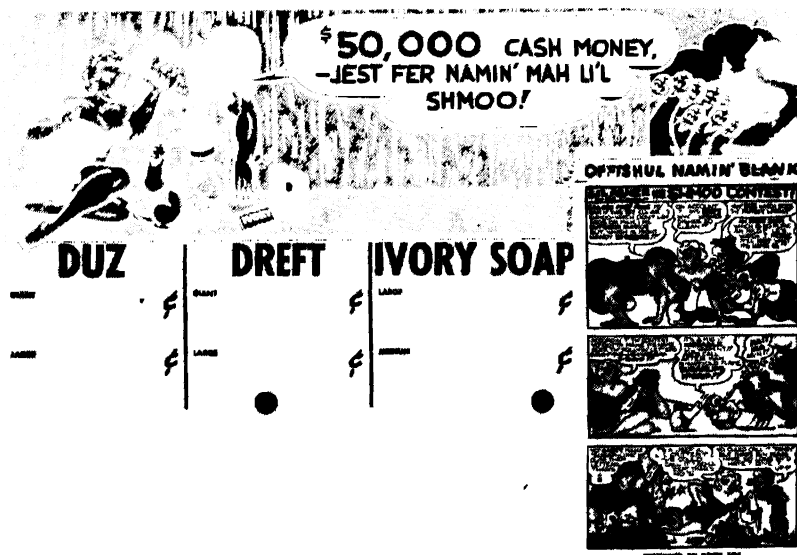
Pillsbury Company annually conducts a widely promoted "Bake Off" contest in which 100 finalists bake their own recipes in a televised finale publicized in newspaper ads in 70 cities.

Other interesting contest plans are to be found in the publication field, where they are used to gain additional circulation.

In Philadelphia, two competing newspapers simultaneously were giving cash awards totaling $1,000 daily to owners of prize-winning social security numbers. The readers mailed in their own numbers, but this was not a requirement, as some numbers were drawn from official lists. All the contestant had to do was to read a paper every day to see if his number had "turned up."

Holiday sent out a three-piece mailing announcing: "You may have *already* won a 1966 Barracuda, Corvair, Marlin, Mustang, or or any one of over 12,000 wonderful prizes in The Brand-New $250,000 Holiday Sweepstakes! Return Your Lucky Number to Us Today." Enclosed was a numbered card, with two pockets, marked "Yes" and "No," to be used according to whether the contestant wanted to become a subscriber.

The Nestlé Company started a "Ton of Groceries" sweepstakes to promote its Decaf instant coffee, supported by ads in women's magazines and on network radio.

Color pages in *Family Circle, Good Housekeeping, Ladies' Home Journal,* and *Woman's Day,* plus commercials on the Arthur Godfrey radio show (CBS) told consumers that first prize in the sweepstakes was "a ton of groceries (we give you $5,000—you buy the groceries)" and second prize was "free dinner parties for one year (we give you $3,000—you buy the dinners)."

How Procter & Gamble promoted a consumer contest through displays in stores of dealers who carried its products. A pad of entry blanks was fastened to the lower right-hand corner of the display, making it easy for customers to enter the contest.

To enter, a consumer was required to send in the inner seal from the lid of a Decaf jar or "a piece of paper on which you have hand drawn the word 'Decaf' in plain block letters."

The Reuben H. Donnelley Corporation of Chicago, which has a department specializing in putting on and operating consumer and related contests for advertisers, lists the purposes for which promotional contests are used as follows:

1. To stimulate the immediate sale of an established product. Occasionally the sponsor may be interested simply in increasing total sales but it is more likely that he will have in mind one of the more specific reasons listed below.

2. Intensify distribution of old product. This would be to secure additional dealers in the territory where distribution is now spotty.

3. Open new territory by local contests.

4. Stimulate a product which has been slipping by reason of inadequate promotion or by the greater aggressiveness of competition.

5. To stimulate "full-line" purchase. Where the "leader" in a line of related items has received the major share of the promotion, it is usual to find the "trailers" running far behind the leader in volume; for example, Ivory Soap has such universal acceptance that anyone who wished to enter the contest would be glad to buy it but the interest in Ivory Snow can be stimulated and the adver-

tiser can cash in on the prestige of his leader by requiring proof of purchase of both items in order to qualify for the contest.

6. To level out a seasonal peak and valley condition. For example, all tomato soups, catsups, etc., are produced within a period of about 30 days as the tomatoes ripen, as it is, of course, impossible to store them. With an entire year's production of tomato products on hand the manufacturer has a terrific warehousing problem, not to mention the cost of having his capital thus tied up. He therefore undertakes to force the jobber to carry maximum inventory. The jobber undertakes to load the retailer. And all concerned would like to load up the consumer who is the only one who does not have an insurance and warehousing cost. In this situation a contest requiring a sales slip or other proof of purchase of perhaps twelve cans of soup would be a powerful means of pushing this inventory down the line into the consumers' hands.

7. Train the public to increase the unit of purchase by asking for three wrappers to enter the contest.

8. Clear the retailers' shelves just before introducing a new package design or perhaps a new product to replace the old one which is going to be withdrawn entirely.

9. Introduce new product. Here we have the closest approach to the "sampling" process which has already been discussed under premiums in the Manual. In other words, instead of spending his money to do manual sampling or couponing

	Top Choice	Second	Third
Type	Sweepstakes	Limerick or jingle	Naming
Prize	Cash	Autos	Choice of Mdse
Value of Prize	$10,000 to $19,999	$20,000 to $34,999	$35,000 or more
Number of Prizes	750 or more	350 to 749	200 to 349
Principal Audience	General	Women	——
Proof or Task Required	3 to 5 labels or Proof Purchase	1 label or Proof Purchase	2 labels or Proof Purchase
Value of Proof Required	Less than 25¢	25¢ to 49¢	50¢ to 99¢
Length of Contest Period	6 to 8 weeks	10 to 16 weeks	Less than 4 weeks
Number of Contest Periods	5 to 6	7 to 9	10 plus
Contest Opening Date	February	April	October

The Donnelley Study, an analysis of contest results, indicates that contests draw 25 million entries a year. The popularity of various types of contests is summarized in the chart above.

Courtesy, Incentive, Magazine of the Premium Industry

and giving away a free sample or a discount on the full-size package—the advertiser frequently finds it cheaper to spend the money on a contest, thereby inducing the consumer to purchase the sample at the full price and in the full size where there is greater probability of her giving it a thorough trial.

10. Focus attention on certain features, or uses, of product. The manufacturer may have put so much emphasis on one use of his product that it has become "typed" and he finds it necessary to remind the consumer of its other uses. For example, Bon Ami has such universal acceptance for window cleaning and silver polishing that the manufacturer might find it desirable to run a contest on "I like Bon Ami for washing painted walls and woodwork because..."

11. Sampling an established product. The principle of using the contest as a sampling medium is not necessarily confined to new products as discussed under No. 9 above. The contest can be an effective sampling medium on an established product.

12. To find new uses for the product. Here again Bon Ami is a good example. They ran a contest in which contestants were invited to write about their preference for Bon Ami in any particular usage which they preferred. The result was to uncover a large list of uses which would not ordinarily be suspected.

13. Check consumer understanding of advertising copy. The manufacturer of a heavily advertised product may announce a contest and, contrary to the usual custom, not give the contestant much information about the product in the contest announcement. The entries will then reflect the effectiveness of advertising previously done—or the lack of such effectiveness.

14. The advertiser may have a genuine desire to get a new name or slogan for his product. In such a case, of course, he must use a tie-breaker statement since the best name or best slogan is apt to be duplicated many times.

15. Checking advertising media. By using a different post office box number in each publication ad, the advertiser can count the number of entries received from each publication and measure that against the rate for that publication thereby establishing some measure of the cost per reader. When the contest is announced on the radio the entries can be sent to the station over which the announcement is heard. These stations are then permitted to forward such mail to the contest judges or to the sponsor himself at low cost by express provided that the mail is not opened at the station. It is hardly feasible to use a different post office box number for each station to have the entries come to one central city. Usually, there are too many stations involved and it is easier to say "Send your entry to the station to which you are listening."

16. As an attention getter. When a product has been advertised consistently and persistently the reader is apt to pass over the ad very quickly unless some "stopper" is introduced. This is accomplished, of course, with such a caption as "$50,000 CASH." Most readers will stop to see what all of the shouting is about and will read the ad even though they may not enter the contest. This enhanced readership might very easily be worth the entire cost of the contest although, of course, there would never be any way of proving it.

The "guessing" competitions conducted by retailers are another type of consumer contest. A jar of beans, or something similar, is placed in the store window and a prize offered to whoever comes the closest to guessing how many beans are in the jar. Entry blanks are inside the store, of course.

STAGING THE CONTEST

Four things determine the success of a contest, in the opinion of a Donnelley executive: (1) The type of contest, (2) the prize schedule, (3) advertising and promotion of the contest, and (4) the availability, price popularity, etc., of the product itself.

For many years the 25-word essay type was the most popular. It was considered an easy type of contest to enter and advertisers felt that participants, in writing about the product, would sell themselves on it. Recently there has been a trend away from the essay in favor of jingle and limerick contests and some other kinds. There is a puzzle element in the jingle which attracts people and the entry can be composed without pencil and paper. Therefore jingle contests encourage heavy participation. The easiest contest to enter, however, is the naming contest—a name can be thought up in a moment. Advertisers are advised, however, to name something with human or emotional appeal.

Some contests are, from the judging angle, dangerous to conduct. Any contest which has a mathematical answer is an easy one in which to determine the winner, but it is sometimes difficult to prove that a contestant did not win. An example would be a contest to make the greatest number of 3-letter words from the letters in "America the Beautiful," the words to be limited to those found in a certain edition of a certain dictionary. Entries will vary from 1,000 to perhaps 10,000 words, and a participant will be sure that he can prove that each combination of letters on his list is actually a word. Here the authority is a book, rather than an opinion. Judging such a contest is so difficult that The Reuben H. Donnelley Corporation will not handle such contests.

Length of Contest. Duration of the contest depends on the advertising schedule. If the advertiser uses newspapers, magazines, and store displays without radio, he is almost limited to a single contest. If, on the other hand, he relies on radio, he can have a series of weekly contests rather than a single one. If his prize money must be small a single contest is more attractive than a series with little first prizes. A single contest should run from 4 to 8 weeks; weekly contests from 4 to 6 consecutive weeks.

Prize Schedule. This is the "carrot" to attract participants. The most successful contests have had very large prizes—Old Gold's $100,000 first prize, Miss Hush with practically a store full of merchandise, Spic & Span's six new homes, etc. The main prize is the only one that contestants are interested in. There should be secondary prizes but the advertiser should concentrate his money in the first. It is not uncommon to drop from a first prize of an automobile to a second of a $10 bill.

Before World War II, cash was a popular prize. During and shortly after the war it was war bonds and hard-to-get merchandise. Now it is cash again but

Page from a portfolio developed by Lever Brothers to promote a dealer contest for its products. Purpose of contest was to quicken dealer interest in the "Lever Mercury-a-day" contest. Actual size of this portfolio was 12 by 18 inches, large enough to look impressive. The portfolio is an important part of any consumer contest as it has the job of arousing dealer enthusiasm, not always too easy to accomplish.

Your Advertising Allowance is:

LUX Regular Large

LIFEBUOY Reg Bath Size

RINSO Regular Large Giant

LUX TOILET SOAP Regular Bath Size

SWAN FLOATING SOAP Reg Lg

BREEZE

Be sure to get your share of increased business—order sufficient stocks of ALL Lever brands.

This is what you should sell!

Pocket in a promotional portfolio used by Lever Brothers. The pocket carried a filled-in form stating the advertising allowance the dealer would receive on purchases of quantities of merchandise.

$50,000 IN CASH

"CONTEST OF A LIFETIME"

TAKE ONE

The "CONTEST OF A LIFETIME"

$50,000 in Cash Prizes

1st Prize – $10,000.00

OXYDOL

10 Prizes $1,000 Each

3000 Prizes $10 00 Each

Think of it—over 3,000 Winners!

ENTER AS OFTEN AS YOU LIKE

Just complete this sentence in 25 additional words or less

"I like new Lifetime Oxydol because

Wall-hanger, with supply of entry blanks, used by Procter & Gamble to get dealer tie-in with national radio contest for Oxydol. Entry required mention of dealer's name.

with intriguing twists. Instead of $25,000, it may be $5,000 a year for 5 years. In merchandise, novelty has a strong appeal—a motor scooter instead of a bicycle, a dish washer rather than a vacuum cleaner.

Advertising the Contest. No contest will succeed without advertising. Advertisers should use the kind of advertising to promote their contests that they regularly use to promote sale of the product. In general the larger the prizes, the less the need for advertising, but a balance must be struck. General advertising on a regular radio show usually brings more entries than other types of advertising. It is important that the contest itself be advertised; the contest must not be subordinated to product advertising. In the advertising, the prize schedule is, of course, the feature.

Grocers, druggists, and other merchants as a whole will not push contest promotions aggressively for the reason that they do not profit much from such activities. It is against the lottery laws to promote dealer interest by offering a prize to the one who happens to give out the entry form on which the winning entry is written. On the other hand, a dealer can participate in the prize money if he helps a participant to compose an entry.

Contest Judging. Judging contests is becoming more difficult and complex. Unscrupulous participants cause difficulties. The cheaters are not the so-called professionals who make a hobby of contests. The cheaters enter more than one entry in the hope of winning more than one prize and use fictitious names. Some of them sell identical entries to anybody who will buy them. The judges must choose the winner on the basis of merit and merit consists of aptness and originality. A purchased entry may rate high under the Donnelley Objective Rating System on aptness, but if there are other identical entries, it would rate zero on originality.

Advertisers should incorporate a rule which says that all entries submitted must be the original work of the contestant, and require an affidavit to that effect of each winner before a prize is awarded. Advertisers, almost without exception, employ professional contest organizations to handle their contests for the following reasons: (1) No ill will, as on the part of losers, is directed toward the advertiser, (2) the advertiser cannot be accused of collusion or cheating, (3) the advertiser does not know how to handle and judge a contest and has not the facilities for the task.

Writing the Rules: Experience in the use of promotional contests shows that many of the headaches can be avoided if care is used in drawing the rules. The following points should be covered:

1. Closing date.
2. Provision for ties.
3. Entry requirements.
4. Where to send entries.
5. Who is eligible.
6. List of prizes in exact order of award.
7. How entries will be judged.
8. Who will judge them.
9. Judges' decisions will be final.
10. Entries become property of the sponsor.

11. None will be returned and no correspondence will be acknowledged.
12. How winners will be announced and when.

Merchandising a Consumer Contest: One of the particularly effective contests, planned to stimulate consumer sales through dealers was Meredith Publishing Company's promotion for its *Better Homes & Gardens Cook Book*. It produced a 45 per cent increase in sales over the previous year, and had a marked effect on the interest which booksellers had in the book. The various steps taken in staging this contest, in a way to exert the greatest dealer influence, were outlined by a Meredith executive as follows:

The first step to be taken, after the plan has been blueprinted, is to have it carefully checked, both legally and by contest authorities. Failure to do this is likely to prove costly. When checked the promotional material required to "put it over" is prepared and readied for mailing.

Our first announcement of the contest came with a letter to book dealers of which we have several thousand. This letter announced the contest and made the point that 3 million copies of the *Better Homes & Gardens Cook Book* have been sold. With that letter we enclosed a copy of the dealer contest rules and the $3,000 recipe contest. In addition we enclosed an order card for ordering promotion material and a return envelope.

This was followed up in approximately 30 days by another letter to the dealers showing the response, with a repeat enclosure on the rules and special order form for promotional material. A third follow-up letter went to the dealers which kept them up to date on what the dealer program was really doing. With this letter we enclosed an order card for not only the *Cook Book*, but for the *Baby Book*. While the *Baby Book* did not enter into the contest, it was a plus sales potential for the dealer while the promotion was going on. It received exceptionally fine response.

The promotion included the following: Letters to dealers; advertising in trade magazines; advertising in *Better Homes & Gardens* magazine; special posters; contest rules, either handed out by book stores and dealers or mailed direct upon inquiry; a gold band placed on each and every *Cook Book* sent out during the contest; newspaper mats; as-seen-in cards; radio spot announcements; radio tie-ins with such programs as Don McNeill; windows placed by dealers in answer to the dealer contest; editorial support in *Better Homes & Gardens* magazine with full color spreads and reference to the recipe contest.

Our final letter to the book dealer reviews the success of the contest. This letter indicates that we had thousands of entries in the contest and hundreds of dealers entered the window display contest. A follow-up was made by book dealers through store promotion and store promotion newspaper and radio tie-ins when a contest winner appeared in their city.

Product Tie-In Material: When the product is sold over the retail counter, in the form of a small package, for example, it is most important that dealers who are expected to tie-in with the contest be supplied with attention-arresting display material.

The most effective displays for promoting contest entries are those which can be placed behind an actual package on the dealer's counter, with a pad of entry blanks tacked to it so people can tear one off and enter the contest. Another good way is to get dealers to put an entry blank with each delivery.

In addition to counter displays, it is usual to have salesmen, when calling on a dealer, explain the contest and its traffic-building values, and "sell" him the idea of spending some of his own money for tie-in newspaper advertising. Mats for this purpose are, of course, provided. In addition, posters and window streamers announcing that entry blanks for the contest may be obtained in the store should be furnished to cooperating dealers. The less work involved in using these materials the better the results will be.

DEALER CONTESTS

While the principal use of promotional contests is to stimulate consumer interest and demand, they have proved to be effective as a means of speeding sales through dealers. There are two types of dealer contests: (1) Contests in which the dealers or their salespeople participate, and (2) contests which the dealers themselves put on to increase store traffic and move merchandise off the shelves into consumer channels. In both cases the contests are usually planned and promoted by the manufacturer, but with a varying degree of dealer participation.

Window Display Contests: This promotion has proved highly effective in securing window and store displays for nationally advertised merchandise. The Silex Company has made good use of interstore competitions to encourage dealers to put in window displays and quicken the interest of store personnel in pushing Silex products. Cash prizes were usually awarded, on the basis of $500 for the best department store window, $500 for the best hardware or appliance store window, with second and third prizes of $250 and $125 respectively. Honorable mentions received $25 each. The rules were as follows:

1. Any retail outlet selling Silex Coffee Makers, Silex Steam Irons, or Silex Lox-in Glass Filters is eligible to compete.
2. The window must feature one or more Silex products *exclusively,* and must be in for at least a 1-week period.
3. Contest begins September 15 and ends November 15. Any Silex window display installed during this period is eligible.

4. A photograph or snapshot of your window must be sent to: The Silex Company, Window Display Department, Hartford 2, Connecticut, postmarked on or before November 20. Send in as many entries as you wish. All prize winners will be announced by December 15.
5. On the back of your photograph or snapshot please print the following information:
   a. Name of person installing display.
   b. Name and address of the store.
   c. Date and length of time each display was in window.
   d. Type of store: Department, General, Hardware, or Appliance.

   All photos remain the property of the Silex Company.
6. The individual whose name accompanies the winning entry will receive the prize. If prize money is to be divided among two or more people in any store, the store's own management will determine division of such prizes.
7. Judges will be men well known in the field of display and advertising, and judges' decision will be final.

Contests for Dealer Personnel: It is one thing to prepare material which will help a retail salesperson to do a better selling job, and another to get him to use it effectively. Westinghouse and others find contests help to promote interest in better salesmanship, and widen the use of educational material prepared by the sales promotion department. A typical contest of this type was used by Westinghouse to launch its "Select-O-Ray" heat and sun lamps. Twenty-five cash prizes were awarded for the best answers to a series of questions. In order to answer the questions the contestant had to study the sales material provided by the manufacturer. At the close of the contest the winning answers were distributed to all contestants so that they could compare them with the ones they submitted.

Contests for dealers and dealers' salespeople, where prizes are awarded on the basis of sales, have been successfully used, but Federal agencies look with disfavor on any attempt to "push" (for a consideration unbeknown to the buyer) one product at the expense of another. Then there is the danger of tangling with the Post Office Department should the contest be construed as being a lottery. One company, for example, used a "Winning Aces" contest where a card was drawn in the home office and sent to dealer's salesmen upon receipt of each order. This was held to be a lottery and the right to use the mails to send out the "winning" cards was denied the company. Such a contest, of course, could be promoted locally provided the United States mails were not used.

Prize Incentives: Merchandise prizes have become popular as awards in contests for dealers and distribution salesmen, because

"SALESTRANIA"

ELECTION CAMPAIGN MEETING
REPORT FORM

DATE OF FILING THIS REPORT ______ CHECK PARTY AFFILIATION ( ) "HOTWIGS" ( ) "TORYPOINTS"

NAME OF DISTRIBUTOR ______

ADDRESS ______ CITY ______ STATE ______

MAIL THIS REPORT FORM TO

HOTPOINT, INC.
ATTN MR H C DOSS
5600 WEST TAYLOR STREET
CHICAGO 44, ILLINOIS

REPORT TO BE IN MAIL NOT LATER THAN 2 DAYS AFTER MEETING IS HELD IF IT IS TO COUNT FOR VOTES ATTACH ROLL CALL CARDS FOR THIS MEETING FORM NO 3

MEETING HELD AT (LOCATION) ______
DATE OF MEETING ______ START TIME ______ LENGTH OF MTG ______
PRODUCTS COVERED AT MEETING ______
MEETING CONDUCTED BY ______ TITLE ______

NO OF DEALERS PRESENT ______ NO OF DEALERS' RETAIL SALESMEN PRESENT ______

NO OF "BAG OF KNOWLEDGE" TRAINING KITS SOLD	NAME OF WHOLESALE MAN TO RECEIVE CREDIT FOR KITS SOLD

TOTAL ______

NOTE IF ANY "KITS" ARE SOLD AT A TIME AND PLACE OTHER THAN AT THE MEETING USE THIS FORM TO REPORT SUCH SALES DURING THE PERIOD OF THE ELECTION CONTEST JULY 1 TO SEPTEMBER 2

SIGNED ______
DISTRIBUTOR SALES MANAGER

V-9006 5000 PRINTED IN U S A

Report used by Hotpoint in promoting contest for distributors' salesmen. Reports were made directly to contest manager by distributor, showing number of training kits each of his salesmen sold to dealers. However, it is not easy to get distributors to cooperate in returning blanks. A good follow-up system is needed.

A department store executive participates in a Norge promotion. "Don't underestimate guessing contests which seem to attract more kids than adults," advises Harry McDavitt, national sales promotion manager of Norge; "every youngster's name and address are potential leads to a mother or father who may be a prospect."

the winners may choose their own prizes from suppliers' catalogs. Some large manufacturers produce special catalogs for this purpose, or even complete incentive campaigns.

An example of this is the Van Heusen Incentive Awards plan, which includes full-color preview sheets, prize certificates, a "Luxury Living" catalog, a special alpaca sweater brochure, and presentation envelopes.

Kodak's High-School Awards: Where it is important to build up interest in a product among teen agers, with the thought the interest oncé awakened will grow into a lifelong hobby, consumer contests through dealers, slanted at students, is a sure-fire promotion. The Eastman Kodak Company is famous for its photographic competitions of that sort. Winners have had their prints publicized throughout the nation and impressive prizes have been awarded. Contestants must call at a Kodak dealer's store to obtain an entry blank, and entries are cleared through the same dealer. The purpose of this, of course, is to increase store traffic and win dealer commendation.

However, it is not always good practice to require the contestant to call at the retail outlet to secure a contest entry blank. It reduces the number of entries and creates the problem of keeping the retailer stocked with the entry blanks, being sure that he keeps them in sight. This is all very wasteful, but nevertheless in some cases it is desirable to do this, particularly when it is important that the prospect see a certain display of the product in order to be properly sold.

Force Demonstrations. This, of course, would be usually in connection with a durable goods item, such as an electric appliance. Such contests are usually tied up with a prize for the dealer. In other words, in order to become eligible for the contest, the woman must go to the dealer's store, witness a demonstration of the product, and then as proof of that fact she receives an entry blank carrying the dealer's name. It would seem that this might be applied to appliances sold on a house-to-house basis. For example, a vacuum cleaner manufacturer might advertise the fact that by returning a coupon or otherwise inviting a demonstration in the home, the salesman will call and at the completion of his demonstration present the prospect with an entry blank which permits her to enter the contest.

Secure Point-of-Sale Display. With some advertisers this is the main reason for holding a contest. There are 300,000 grocers in the United States. Let us assume that the sponsor is able to get 100,000 of these grocers to exhibit his sales display for a period of 2 weeks in connection with the contest. This might be a window display, counter display, aisle display, or back-bar display. It would be reasonable to value such advertising space at $5 per week or $10 for the period. This would mean $1 million worth of free advertising for the manufacturer at a cost of let us say $50,000 in prizes and $50,000 for judging. The manufacturer does not have any additional cost for announcing the contest because he announces it

in advertising space which would otherwise be used for straight product advertising.

Getting Names of Prospects. On store demonstrations, of course, the list of prospects would be compiled and presumably followed up. However, the contest may be used to compile lists of prospects without a demonstration. For example, the contest might be "I need an electric ironer in my home because..." It might be asking too much of a salesman to call on the losers in such a contest and try to sell them an ironer but there is no reason why such prospects should not receive a very polite thank you letter followed by a series of two or three mailings to break down her resistance.

Previous to the Robinson-Patman Act, a number of companies used prize contests as an inducement to get a distributor to stock a line. For example, Sears Roebuck put in a line of pressure cookers with the understanding that the manufacturer would operate a contest among the employees of Sears' stores, and offer prizes to clerks who did an especially good sales job. This type of sales promotional activity is now regarded as price discrimination by the Federal Trade Commission. Any offer to dealers or distributors must be made to all alike. It cannot be limited.

Chapter 24

STATE FAIRS AND TRADE SHOWS

TRADE and industrial shows are among the oldest forms of sales promotion. Despite their proven value in producing leads and sales, as well as publicity, show directors have not supplied to exhibitors, in the past, more than sketchy information about attendance, and this has made it somewhat difficult to evaluate results.

This problem has now been met. The Trade Shows and Exhibits Committee of the Association of National Advertisers has obtained the agreement of the Audit Bureau of Circulation to add trade shows to its media audits.

Among the pioneer participants in this audit program were the Automotive Service Industries Show, the American Society for Metals, and the Mobile Home Manufacturers Association. Thus, in addition to mere registration figures, exhibitors may now learn more about the quality and specific nature of their trade show "audiences."

Today, practically every industry holds trade shows every year, and, in some cases, twice a year, in different cities. Often, association conventions are held simultaneously, to attract greater attendance to both events.

The value of trade shows is indicated by the fact that the Machine Tool Show, in Chicago, scored the amazing attendance record of more than 102,000 *paid* visitors!

Writing in *Advertising & Sales Promotion,* Arthur Smadbeck, president of the New York Coliseum, stated that in 1966 more than 750,000 U.S. companies would exhibit their wares at almost 2,500 trade shows where they would spend more than $3 billion to sell products to trade customers representing almost every facet of American business life.

Significantly, the importance of trade shows in many fields has led some cities to provide new or larger exhibition facilities. The New York Coliseum and Chicago's McCormick Place are well-known. Philadelphia recently enlarged its Convention Hall, and Miami is planning a huge international trade center.

Types of Promotional Shows: The most popular promotional show is the state (or in some cases a county) fair. There are hundreds of these held each year, and some companies maintain special units of the sales promotion department for the specific purpose of planning and operating these educational exhibits. In some instances, as in the case of a regionally distributed soft drink, the display can be made to pay its own way. In other cases, enough actual sales are closed to make it pay. All of the sales may not be closed at the fair, but the leads are followed up by local distributors and closed. The public relations value of these shows is usually considered important.

Next to state and county fairs, come national, regional, and even local trade shows. The Road Builders Show usually held in Cleveland, the Furniture Show in Chicago, the Automobile Show in New York are typical. Nearly every important industry now has its trade show, and in the case of the office equipment industry there are two or three national shows, a number of regional or local shows, as well as the exhibition held along with the annual convention of the National Stationery and Office Equipment Association.

The larger cities, with ample hotel facilities, have often been selected as permanent locations for such shows. Some of them, like the furniture show, are called "markets" and enjoy a large attendance. Merchants from all over the country attend them to look over the new lines and place orders for future delivery.

Another type of promotion, popular in the more sparsely populated regions, is the trade show. These are usually promoted by the chamber of commerce in trading centers like Dallas, St. Louis, or Kansas City. The expense of a train is prorated among a group of wholesalers or manufacturers who consider them a good way to bring their products to the attention of merchants who might otherwise never come to "market." So they take the "market" to them.

In some lines, like wearing apparel, it is the practice of a group of representatives of leading manufacturers to conduct "shows" which travel to the principal communities in an area and afford local merchants an opportunity to visit their sample rooms at

the local hotel or hotels and place orders. These shows save both the salesmen's and the merchants' time. These traveling shows are well organized. Membership is elective. A promotion manager is employed by the group, who does the advance work for the shows and gets out the buyers. During the period when goods were scarce, it was not unusual for a member of one of these traveling shows to sell his entire allotment that way. They are still rated as one of the best ways to sell related lines of mer-

A converted DC-7 houses an Aluminum Company of America exhibit. The plane will visit any spot in the world which has a suitable runway. The conference lounge aboard the plane contains a display of aluminum extrusions which form part of the decor.

Courtesy *Advertising Age*

chandise, since the build-up the show is given attracts buyers from rural communities which the average territorial salesman would be unable to contact individually.

Then there is the traveling show used by individual manufacturers to promote the sale of specialized consumer equipment, such as the electric kitchen train which General Electric routed across the continent, and the special train used by American Type Founders Sales Corporation to demonstrate the cost-cutting possibilities of printing equipment the company dis-

tributes. The train made it possible to show the machinery under actual working conditions, an expensive undertaking if the display had to be taken down and then set up again in cities where the company had branch offices. A somewhat similar promotion was successfully conducted by General Motors, when it routed its "Cavalcade of Progress" through the country. This promotion comprised a fleet of panel body trucks, with let-down sides which could be quickly arranged into an exhibition hall. Millions of persons saw these shows. The idea was adapted by the Shell Oil Company, which used a fleet of trucks to entertain the public, and plug Shell products, in locations near Shell stations. Sound equipment furnished the music and made the announcements. Each truck carried a crew of six men, including a magician, a clown, and other personnel. This type of promotion, however, is limited by local ordinances restricting sound advertising.

Display Trailers: The cost of preparing a special exhibit, shipping and erecting it, and then taking it down after the show is over, is a problem for many advertisers.

The Western Union Telegraph Company solved the problem by a traveling telegraph office in a trailer. This is equipped with the latest apparatus for sending and receiving telegrams. When it is desired to exhibit at some affair, the trailer is hitched to a field man's car, taken to the fair grounds, parked, and is ready to go into action. It is used even for inside exhibitions such as The National Business Show in New York.

Trailers for such purposes should have two doors so that people can enter by one door and leave by the other. A common complaint against the use of trailers for fairs and shows is that they are usually one-door affairs which trap the crowd. Some exhibition trailers have hinged sides so that when opened up, the crowd can view the display without coming in.

The Singer Manufacturing Company likewise found trailers to be an effective method for promoting interest in home sewing. The demonstrations were planned in connection with dealers who conducted the demonstrations and underwrote the local advertising expense. They proved especially effective at county fairs. Trailers have been used to display Westinghouse Electric refrigerators. International Shoe Co. has used one to show 150 different shoe styles to store buyers.

Retailers also use traveling shows to "take the store to the customer." A department store in Greensboro, North Carolina, for example, used a trailer, wired for sound, to introduce new-

style merchandise to out-of-town customers of the store. These traveling "shows" were especially effective in connection with "Homecoming" weeks at the four colleges in the Greensboro area. While the actual sales were not sufficiently important to warrant indefinite use of the trailer, the promotion served to widen the trading area of the store. A large department store in San Francisco used a trailer to sell horeseback-riding equipment to riding clubs and at horse shows.

Meetings at Trade Shows and Conventions: One way of getting together a company's most alert and progressive dealers is to hold a meeting in conjunction with the retailers' annual trade show or convention. When this is done, the manufacturer's meeting is usually scheduled for the day before or after, so as not to compete with the meeting the dealer came to attend. The Ampro Corporation, for example, has held such meetings in conjunction with the annual convention of the National Audio-Visual Association.

The Ampro plan has been to invite dealers to a full-day session the day before the Association's meeting begins. At one such meeting the morning program consisted of talks on the company's service setup and management's plans for the new selling season, together with an inspirational address by an outside speaker. At lunch the company's advertising plans were presented in the form of a skit. In the afternoon a skit was used to introduce a new product, and samples of the product were made available to all in attendance. The day ended with a cocktail party, a dinner, and over 1,000 orders for Ampro products.

Retailers' conventions are usually held in cities which offer additional facilities in the way of sights to see and things to do. There is the danger that dealers will prefer these distractions to spending their time at meetings, particularly if the session is scheduled for the day after they have just finished 2 solid days of listening to speeches and presentations. In such a meeting the problem of preselling the dealer is particularly acute.

When a display of merchandise is to be held in a hotel suite during a retailers' convention it is a good idea to send out some sort of an invitation to customers, announcing the showing of new merchandise and urging them to visit the room during the convention. The invitation, even if it is not used, is appreciated by customers, especially if it carries with it the suggestion that cocktails will be served. These invitations, of course, are mailed out well in advance of the convention and should include an admission card for the customer to present at the door. This

keeps out the horde of drink collectors which are a problem at most conventions.

Motion Pictures at Trade Shows and Conventions: Many exhibition halls where trade shows are held have projection rooms in connection with them, where, at specified hours, exhibitors can show movies about their product and its uses. If the picture is really good, and is not too coldly commercial, this is an excellent way to promote interest in a product. If the movie is of sufficient interest to those attending the convention, it is also possible to have it shown at a luncheon meeting. In some instances the delegates are the guests of the company sponsoring the movie; in others the cost of the lunch is included in the registration fee.

It is not good practice, however, to show sound-slidefilms at trade shows, unless they are shown in connection with an instructional program. Action in sound-slidefilms is slow and they are apt to bore the audience. There are on the market, however, projectors which can be used in the exhibit, which are lighted from behind the picture. The pictures change automatically. It is not necessary to darken the room.

WHAT MAKES A GOOD DISPLAY?

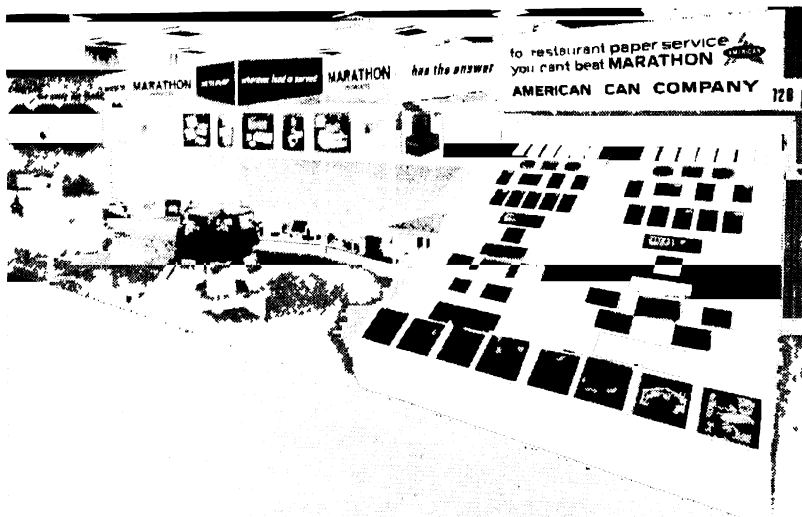
Many industries now organize shows in the big cities to present their products to the public. An example of a great crowd-attracting event is the annual Boat Show in New York City.

As reported in the *New York Times:*

"When the 56th National Boat Show ends its nine-day 'cruise,' an estimated 350,000 visitors will have discovered what's new in boating.

"As usual, the 550 boats, the motors, the bilge pumps, the radio direction finders, and the thousand and one other items that fill 181,612 square feet of display space contain the customary flock of firsts.

"There's an inflatable kayak that sells for $40, a diesel yacht that sells for $100,000, a folding outboard motor, a 19-foot runabout guaranteed to hit 60 miles an hour, a driverless boat that tows water skiers.

"More than 400 exhibitors, some of them for tabs of up to $25,000, are showing $2.5-million worth of merchandise."

A variety of display-design features, including table units, an island display, a slanted wall, and the accordion-style back wall, resulted in this interesting and effective exhibit installed by the American Can Company at a recent Restaurant Show in Chicago.

Planning the Exhibit: First of all it should be in keeping with the theme and the character of the show. This is especially true if the over-all purpose of the show is to promote the industry as well as the exhibitor's products. The trouble with most trade shows is that they have no central theme, no outstanding feature to attract attendance to which exhibitors can tie their product. A good trade show, like a good advertisement, needs a central dominating theme, so that those who attend will carry away a favorable impression of the industry. For example, a show might be held to promote the idea that good paper is the foundation of good advertising. The central feature around which the publicity is built might be an actual paper-making operation. Buyers of direct mail who have never seen paper made, will flock to the show to see the central exhibit. Then if the exhibitors tie in with the theme of the show, and show how the particular kinds of paper they make and sell contribute to making direct-mail advertising more profitable and useful, those who attend will go away with a firm conviction that good paper is not an expense but an economy. The slightly higher cost is more than made up by increased benefits to the advertiser. What actually happens at most direct-mail advertising shows, is that each exhibitor

contents himself with displaying samples of printing on his paper. These may be interesting to the exhibitor, but they don't get anyone else very excited. The average advertiser attending the show sees so many "samples" that they leave him cold.

Besides tying in with the character and purpose of the show, a good exhibit should have the following features:

1. It should be built around a simple idea.
2. It should stop traffic and attract attention preferably by the use of motion rather than sound.
3. It should be open to the traffic, so that interested persons have access to the exhibit, without jamming the booth.
4. It should have billboard value, so that even those in a hurry may read as they "run."
5. It should provide facilities for salesmen or others in attendance to talk at ease with interested prospects.
6. It should be well lighted, preferably with ceiling spots.
7. It should provide a place, not too prominent, for storing sales promotional literature.
8. It should register a definite sales impression that will stay with those who attend the show after they leave.

Most exhibits are too messy. They include too many "pin up" displays with type so small only those with perfect eyesight can read the print. If photographs are used they should be transparencies illuminated from behind, rather than black-and-white prints tacked on the walls, or wings, of the booth. More exhibits fail because they try to do too much. It is better to do a few things well.

Another desirable feature in any exhibit, even though it might seem as though the company would have no further use for it, is "shipability." As a rule exhibits must be set up quickly, sometimes overnight, before the opening of the show. If the exhibit is composed of relatively small, interlocking panels, which can be put together without a carpenter, it can be taken down and packed in crates ready to be shipped out on short notice to any other show where it is needed. There are companies which design and make displays or exhibits for use in fairs and shows. Their services, while not cheap, usually result in a far more satisfactory exhibit and, in the long run, real economy. Considering that on an average a display may be used as many as ten times a year, and that it will be seen by several thousand people, the cost per person is not much more than what it would cost to reach the same number of people with a well-done direct-mail campaign.

Names of the companies specializing in the planning, making, and installing of trade show displays can be found in the classified telephone directories of the larger cities ("the Yellow Pages"). They will be found listed under the heading "Displays —Convention, Window, Etc."

Not only the display itself, but the shipping case in which it travels, should be built of plywood or other lightweight material. This facilitates handling and saves transportation expense. Cases should be made to travel as baggage if necessary.

MAKING THE EXHIBIT PAY

The most effective advertising that a manufacturer can do in a trade show, or for that matter any time a crowd gathers, is to show the product *at work*. This is, of course, not always possible. Yet there are many instances where the product could be shown in action, but for some reason the exhibitor prefers to merely place it on display. An illustration of this is found in the many exhibits of honey at state and county fairs. Most honey producers think they have met all requirements of an effective advertising display when they arrange various sized containers of honey on a table or wall display. It makes a pretty display but it could hardly be called an "interesting" display. Certainly it would never stop the casual stroller. On the other hand, when a honey producer installs in his exhibit, as some do, an observation hive with glass sides, so those attending the fair can see the bees actually making honey, great crowds are attracted and, according to all reports, far more honey is sold. More important, the educational value of that type of display is tremendous. On the other hand, exhibitors who run puppet shows which indirectly plug the product get a crowd, but the crowd stays to be entertained rather than to learn.

Using Shows to Sample Opinion: Shows and fairs offer a convenient way to find out what customers, regardless of whether they may be users or consumers, think of your product, your package, your advertising, or whatever it might be. This information can be obtained by the usual polling techniques at your exhibit, or it may be obtained through competitive schemes where prizes are given for the best answers, or awarded to holders of "lucky number" questionnaire stubs. In order to answer the questionnaire properly it is necessary for the contestant to study the uses of the product, or at least understand its points of

superiority. During the early days of television, Gimbel's Philadelphia store wanted to test the effectiveness of intrastore television. An arrangement was made with RCA-Victor to set up a television studio in the store, with twelve 10-minute telecasts daily. There was a show demonstrating hair styling, another called "Scarf Magic" showing how scarves can effect a change in the appearance of a dress, etc. The telecasts, of course, featured merchandise on sale in the various departments of the store. Television stations where patrons, unable to get into the studio, could view the show were established at strategic locations throughout the store. Eighty-eight per cent of some 2,500 store patrons who filled out the questionnaire, handed to all those who attended the shows, stated they found "Shop by Television" an aid to purchasing. Forty per cent said they expected to visit the department where the merchandise could be purchased after the show. The experiment demonstrated to the store management the possibilities of television as an advertising tool. From the experiments the following conclusions were reached:

1. Customers are willing to look at a straight merchandising presentation. We think that although 10 minutes is not too long while the medium is a novelty, a much shorter presentation would be more effective after the public becomes more accustomed to the device itself. Five minutes should be the longest—2 to 3 minutes would be best.
2. Only when it shows what the merchandise will do for the customer can the medium be used most effectively.
3. No enclosed areas are necessary. The television screen can be exposed in the midst of the general lighting of the store, but the location must be carefully selected so as not to interfere with selling. Some of the sales literature distributed by television manufacturing companies illustrates receivers on a fixture in back of a salesperson making a sale to a customer. This is a very unrealistic way to illustrate the use of intrastore television. It would hurt rather than help sales if done this way.
4. Color will be a dramatic advance.

The General Electric Company frequently polls visitors to its exhibits to determine if the display is effective from a sales promotional standpoint, or if there is sufficient interest to warrant coming into the show next year. Questionnaires for this purpose, however, should be very short and ask pertinent questions. Most persons attending a show are reluctant to take time to fill out a lengthy questionnaire. The key question should be: "What impressed you most favorably about the exhibit?" That usually brings out answers which help to evaluate the exhibit. In the case of General Electric, a few questions are usually included to help the sales and advertising department in the selection of

markets and media. The back of the questionnaire is blank for more extended comment.

Give-Away Novelties and Literature: It is safe to say that about half the free souvenirs and booklets distributed at shows and fairs are wasted. They get into the hands of children, souvenir collectors, or persons who have not the slightest interest in your product. But even so a careful distribution of not-too-expensive good-will builders at meetings attended by persons whose friendship is valuable to the business can be a good investment. For example, it was the custom of Swift & Company to give away a packet of picture post cards on appropriate subjects, such as the importance of good roads, to those who visited the Swift exhibit at state fairs. The cards carried no Swift advertising, other than the name of the company, so those attending the show used them to "post card" friends back home. If, during a season, 100,000 packets of six postal cards were passed out, and half of them were mailed, 300,000 families would get a good-roads message. While Swift & Company do not sell roads, they have a vital interest in road improvement. It facilitates the problem of getting livestock to market. Like all packers, Swift & Company are alert to any promotion which will bring down the price of meat, for the lower the price of meat the more meat will be eaten. These packets of postal cards were very popular and widely used.

Exhibitors who wish to get the names of persons attending a demonstration of their product for a subsequent direct-mail follow-up, find it advantageous to offer some sort of a souvenir to those who register. To avoid needless waste, however, blanks used for registering visitors to the exhibit should qualify the registrant to determine if he is a prospective buyer. In the case of a company making tractors, the qualifying question might be: "Do you plan to buy a tractor within the next year?" Or if the company makes trucks: "What kind of a truck are you using?" A sewing machine manufacturer, who wanted names of women who might be in the market for a new sewing machine, gave away a mending packet to those who attended a sewing demonstration and filled out registration cards. The big question was: "How old is your sewing machine?"

World Fairs: World fairs have been popular for centuries. In recent years, they followed each other so fast, in so many cities around the world, that it was necessary to organize an international association to schedule them officially.

Although the New York World's Fair allegedly lost money, it attracted 27,148,280 people in 1964 (at $2.00 each) and 24,458,000 in 1965 (at $2.50 each, except for the schoolchildren). Any loss, according to the fair administration, was more than offset by the fact that it contributed over half a billion dollars to the economy of greater New York.

The major business interests of the nation were represented, all eager to project an image of leadership in their respective fields. Their exhibits served as a gigantic showcase of what industry has already contributed to our lives and the wonders it envisions for the future. Thousands of products and services reflected the good life in American society today.

However, the industrial exhibits were more than a display of wares. A combination of the country's top creative talent and advanced technological knowledge produced tasteful promotions directed primarily towards an impact on good will. Exciting live productions, unusual films, thrilling rides, fabulous art collections, audience participation games, and ingenious teaching techniques contributed to an extravagant variety of new exhibit concepts.

With rare exceptions, almost all of the business attractions were free of charge. The Pepsi-Cola Company provided an excellent example of good public relations by donating all revenue from its delightful, Disney-designed exhibit to the United Nations Children's Fund.

Among the industrial exhibitors at the fair were Formica, IBM, General Electric, Johnson's Wax, Ford, General Motors, RCA, National Cash Register, and many other leading companies. These company exhibits drew so many visitors that, at certain times, people waited in line for 2 hours or more for admission.

Convention Speakers: Trade conventions and promotional shows have become so important in some industries that the larger companies find it profitable to have an executive, qualified as a public speaker, on their staffs. He represents the company at conventions of customers and, if requested, appears on the program. While it is not in good taste to directly promote the business in such talks, it is possible to accomplish, indirectly, certain promotional objectives. For example, the Proctor Electric Company, which makes a quality iron, had a sales promotion man by the name of Sam Vining, who appeared upon request before convention groups and gave a talk on salesmanship. To demonstrate the principles he talked about, he used an electric

iron. His talk was in great demand. The American Telephone & Telegraph Company has a traveling demonstration which the public relations department uses to get over new developments in telephone engineering to audiences at conventions and luncheon clubs.

TRADE SHOWS AND FAIRS

Opportunities for exhibits are suggested in this list, under the months in which they are usually scheduled; however, time of show is subject to change from year to year and should therefore be verified before plans are made. (From U. S. Department of Commerce.)

JANUARY

American Furniture Market Int'l. Home Furnishing Show. Chicago. 666 Lake Shore Dr., Chicago, Ill. 60611.
Atlantic City China and Glass Show. Atlantic City. 71 W. 23rd St., New York, N. Y.
Independent Housewares Fair. Chicago. Independent Housewares Exhibitions, Inc., 188 W. Randolph St., Chicago, Ill.
Philadelphia Automobile Show. Philadelphia. 1906 Finance Building, 1428 S. Pennsylvania Square, Philadelphia, Pa.
New York Lamp and Home Furnishing Accessories Show. New York. 220 5th Ave., New York, N. Y.
Pennsylvania Farm Show. Harrisburg. State Farm Products Show Commission, Harrisburg, Pa.
Automotive Engineering Congress and Exposition. Detroit. 485 Lexington Ave., New York, N. Y.
Toledo Automobile Show. Toledo. 1 Main St., Toledo, Ohio.
National Motor Boat Show. New York. 420 Lexington Ave., New York, N. Y.
National Housewares Exhibit. Chicago. 1130 Merchandise Mart, Chicago, Ill.
Agricultural Trade Show of Maine. Lewiston. State House, Augusta, Maine.
Oklahoma Sports, Boat and Travel Show. Tulsa. Industrial Expositions, Inc., 1600 Mid-Continent Building, Tulsa, Okla.
California Gift Show. Los Angeles. 3510 Council St., Los Angeles, Calif.
Mid-America Boat Show. Cleveland. 1309 W. 117th St., Cleveland, Ohio.
Int'l Sports, Vacation and Travel Show. Los Angeles. 3443 South Hill St., Los Angeles, Calif.
National Automobile Dealers Equipment Exhibition. Miami Beach. 2000 K St., N.W., Washington, D. C.
The Canners Show—National Exposition for Food Processors. Miami Beach. Blackwell Building, 7758 Wisconsin Ave., Bethesda, Md.
Hobby Industry Trade Show. Chicago. 200 Fifth Ave., New York, N. Y.
National Sporting Goods Assn. Show. Chicago. 23 East Jackson Blvd., Chicago, Ill.
National Auto Accessories Exposition. Chicago. 1 Bala Rd., Bala Cynwyd, Pa.

TRADE SHOWS AND FAIRS

Air-conditioning. Heating and Refrigeration Industry Show. Louisville, Ky. 1815 N. Ft. Myer Drive, Arlington, Va.

FEBRUARY

San Francisco National Sports and Boat Show. San Francisco. 325 Pacific Ave., San Francisco, Calif.

New England Hardware-Housewares Show. Boston. 665 Boylston St., Boston, Massachusetts.

Los Angeles Intimate Apparel Show. Los Angeles. 3510 Council St., Los Angeles, California.

National Notion and Novelty Show. New York. 286 Fifth Ave., New York, N. Y.

Int'l Automotive Service Industries Show. New York. 44 E. 23rd St., New York, N. Y.

Miami International Boat Show. Miami. 1333 S. Miami Ave., Miami, Fla.

Allied Gift and Jewelry Show. Dallas. Trade Mart, 2100 Stemmons Freeway, Dallas, Texas.

Philadelphia Motor Boat and Sportsmen's Show. Philadelphia. 803 1411 Walnut St. Building, Philadelphia, Pa.

New York Int'l Sport and Camping Show. New York. 353 West 57th St., New York, N. Y.

Specialty Advertising Assn. Show. St. Louis. 25 Boat Lane, Box H, Levittown, New York.

National Antiques Show. New York. 97 Duane St., New York, N. Y.

MARCH

Colorado Sports, Boat and Travel Show. Denver. 118 Continental Terrace Building, Denver, Colo.

Chicago National Boat Show. Chicago. 307 N. Michigan Ave., Chicago, Ill.

New England Home Show. Boston. Sherman Expositions Managements, Inc., 250 Boylston St., Boston, Mass.

Detroit Gift Show. Detroit. P.O. Box 188, Zanesville, Ohio.

Int'l Toy and Trade Fair. New York. Int'l. Trade Shows, 545 Fifth Ave., New York, N. Y.

Int'l Bicycle Show. New York. Int'l Trade Shows, 545 Fifth Ave., New York, N. Y.

Western Metal and Tool Exposition and Congress. Los Angeles. William J. Hilty, Metals Park, Ohio.

American Toy Fair. New York. 200 Fifth Ave., New York, N. Y.

Int'l Beauty Show. New York. 16 W. 46th St., New York, N. Y.

American Road Builders Convention and Road Show. Denver, Colo. 918 16th St., N.W., Washington, D. C.

Int'l Electric and Electronics Engineers Exhibition. New York. William C. Copp, Adv. Dept. 72 W. 45th St., New York, N. Y.

Industrial, Commercial and Institutional Building Exposition and Congress. Cleveland, Ohio. Clapp & Poliak, Inc., 341 Madison Ave., New York, N. Y.

National Plant Maintenance and Engineering Show. Cleveland. Clapp & Poliak, Inc., 341 Madison Ave., New York, N. Y.

Pacific Automotive Show. Seattle. 714 W. Olympic St., Los Angeles, Calif.

Philadelphia Travel and Vacation Show. Philadelphia. 845 N. Broad St., Philadelphia, Pa.

Philadelphia Gift Show. Philadelphia. Donald C. Little Management, 220 Fifth Ave., New York, N. Y.

Detroit Business Show. Detroit. 948 Penobscot Building, Detroit, Mich.

Colorado Garden and Home Show. Denver, Colo. 2785 N. Speer Blvd., Denver, Colorado.

APRIL

Int'l Automobile Show. New York. 331 Madison Ave., New York, N. Y.

Kansas Sports, Boat and Travel Show. Wichita. 2810 E. Central, Wichita, Kan.

Int'l Photography Fair. New York. 331 Madison Ave., New York, N. Y.

National Shoe Fair. New York. John Gibbons, Room 1929, Hotel New Yorker, New York, N. Y.

ASTME Tool Show. Detroit. American Society of Tool Engineers, 20501 Ford Road, Dearborn, Mich.

Men's Sportswear Buyers Show. New York. National Assn. of Men's Sportswear Buyers, 350 Fifth Ave., New York, N. Y.

MAY

Int'l Office Exposition. Boston. 32 W. 40th St., New York, N. Y.

Design Engineering Show. Chicago. Clapp & Poliak, Inc., 341 Madison Ave., New York, N. Y.

AFS Foundry Show and Congress. Cleveland. 75 E. Wacker Dr., Chicago, Ill.

Int'l Petroleum Exposition. Tulsa. Box 5205 Donaldson Sta., Tulsa, Okla.

U. S. World Trade Fair. San Francisco. The Charles Snitow Organization, Suite 1103, 331 Madison Ave., New York, N. Y.

Texas Hospital Assn. Convention and Technical Exhibit. Dallas. 1905 N. Lamar Blvd., Austin, Texas.

National Restaurant Show. Chicago. National Restaurant Assn., 1530 N. Lake Shore Drive, Chicago, Ill.

Electronic Industry Meeting and Show. San Francisco. Room 1702, 100 So. Wacker Drive, Chicago, Ill.

JUNE

National Plastics Exposition. New York. Clapp & Poliak, 341 Madison Ave., New York, N. Y.

Confectionery Industries Exposition. Washington, D. C. National Confectionery Assn., 36 S. Wabash, Chicago, Ill.

Los Angeles Home Show. Los Angeles. 6399 Wilshire Blvd., Suite 402, Los Angeles, Calif.

National Plumbing and Heating Exposition. Atlantic City. National Assn. of Plumbing Contractors, 1016 20th St., N.W., Washington, D. C.

National Assn. of Retail Grocers Convention and Exhibit. Dallas. National Assn. of Retail Grocers, 360 N. Michigan Ave., Chicago, Ill.

TRADE SHOWS AND FAIRS

Industrial Advertising Exposition. New York. Robert Griffiths, Managing Director, 271 Madison Ave., New York, N. Y.

American Furniture Market Int'l Home Furnishing Show. Chicago. 666 Lake Shore Dr., Chicago, Ill.

JULY

Independent Housewares Fair. Chicago. Independent Housewares Exhibitions, Inc., 188 W. Randolph, Chicago, Ill.

National Housewares Exhibit. Chicago. 1130 Merchandise Mart, Chicago, Ill.

Western Packaging Exposition. San Francisco. 341 Madison Ave., New York, New York.

AUGUST

Memphis Cotton States Gift and Jewelry Show. Memphis. Helen Brett Enterprises, 6 E. Monroe, Chicago, Ill.

American Society of Agronomy. Stillwater, Okla. American Society of Agronomy, 677 S. Segoe Rd., Madison, Wis.

Western Electronic Show and Convention. Los Angeles. 3600 Wilshire Blvd., Los Angeles, Calif.

Specialty Advertising Assn. Show. Chicago. 25 Boat Lane, Box H, Levittown, New York.

American Hospital Assn. Nurse and Anesthetists Exhibition. Chicago. 3016 Prudential Plaza, Chicago, Ill.

California State Fair and Exposition. Sacramento. Bureau of Exhibits, Box 2036, Sacramento, Calif.

SEPTEMBER

Detroit Gift Show. Detroit. P.O. Box 188, Zanesville, Ohio.

Public Works Congress and Equipment Show. Chicago. American Public Works Assn., 1313 East 60th St., Chicago, Ill.

Int'l Furniture and Woodworking Supply Fair. Louisville. 666 Lake Shore Dr., Chicago, Ill.

Eastern States Exposition. West Springfield, Mass. 1305 Memorial Ave., West Springfield, Mass.

American Meat Institute Convention and Exhibition. Chicago. American Meat Institute, 59 E. Van Buren St., Chicago, Ill.

Industrial Trade Fair and Congress. Los Angeles. 3935 No. Mission Rd., Los Angeles, Calif.

Marine Trades Exhibition. Chicago. Outboard Boating Club of America, 307 North Michigan Ave., Chicago, Ill.

Iron and Steel Exposition. Cleveland. 1010 Empire Building, Pittsburgh, Pa.

National Hardware Show. New York. 311 Madison Ave., New York, N. Y.

National Stationery and Office Equipment Show. Chicago. National Stationery & Office Equipment Assn., 740 Investment Building, Washington, D. C.

OCTOBER

National Electronics Conference and Exhibit. Chicago. 228 N. LaSalle, Chicago, Illinois.

TRADE SHOWS AND FAIRS

Texas Int'l Trade Fair. Dallas. P.O. Box 26010, Dallas, Texas.

National Shoe Fair. Chicago. Room 1929 Hotel New Yorker, New York, N. Y.

New York Premium Show. New York. 161 Great Neck Rd., Great Neck, N. Y.

National Tire Dealers and Retreaders Assn. Show. Chicago. NTDRA, 1345 L St., N.W., Washington, D. C.

Men's Sportswear Buyers Assn. Show. New York. National Assn. of Men's Sportswear Buyers, 350 Fifth Ave., New York, N. Y.

Southern Textile Exposition. Greenville. Textile Hall Corp., 322 W. Washington, Greenville, S. C.

Business Equipment Exposition. Chicago. 18 E. 41st St., New York, N. Y.

Dairy and Food Industries Exposition. Atlantic City. 1145 19th St., N.W., Washington, D. C.

Instrument-Automation Conference and Exhibition. New York. Instrument Society of America, Penn Sheraton Hotel, 530 Wm. Penn Place, Pittsburgh, Pa.

Automatic Merchandising Convention and Exhibit. Chicago. 7 South Dearborn St., Chicago, Ill.

National Exposition of the American Society for Metals. Chicago. William J. Hilty, Metals Park, Ohio.

Pan American Hotel and Restaurant Exposition. Miami Beach. 141 N.E. 3rd Ave., Miami, Fla.

Direct Mail Advertising. New Orleans. 230 Park Ave., New York, N. Y.

Atom Fair. Pittsburgh. National Expositions Co., 14 W. 40th St., New York, N. Y.

NOVEMBER

Northeast Electronics Research and Engineering Meeting. Boston. NEREM Exhibits, Box 324, Waltham, Mass.

Produce Packaging Exposition. Chicago. P.O. Box 29, Newark, Del.

National Hotel and Motor Hotel Exposition. New York. 141 West 51st St., New York, N. Y.

New York Shoe Show. New York. Room 1929 Hotel New Yorker, New York, New York.

Int'l Soft Drink Industry Exposition. Atlantic City. American Bottlers Carbonated Beverages, 1128 16th St., N.W., Washington, D. C.

Int'l Assn. of Clothing Designers. Rochester, N. Y. 12 S. 12th St., Philadelphia, Pennsylvania.

National Exposition of Power and Mechanical Engineering. New York. Int'l Exposition Co., 200 Park Ave., Pan American Building, New York, N. Y.

DECEMBER

National Assn. of Home Builders Convention and Exposition. Chicago. 1625 L St., N.W., Washington, D. C.

Exposition of Science and Industry. Washington, D. C. 1515 Massachusetts Ave., N.W., Washington, D. C.

Chapter 25

SPECIALTIES FOR INCREASING SALES

WHILE there are successful companies which depend almost entirely upon specialties to advertise their business, this method of promotion has its greatest use as a supplement to other ways of increasing sales. One important use, for example, is as a door opener for salesmen. An industrial machinery company had a difficult time getting its story over to architects. Architects are busy people and are inclined to get rid of salesmen as quickly and as painlessly as possible. Yet the architect holds the fate of many an important installation in the palm of his hand. To break down this resistance and to help its salesmen get a higher ratio of interviews to calls, this machinery manufacturer decided to supply its salesmen with some small carborundum stones with their names and addresses on the back. These carborundum stones were just what the architect needed to put a point on his pencils as well as to sharpen knives and other tools he uses in his work. Armed with these sharpeners, the salesmen were able to get a far better reception and in a surprising number of cases the little friend-maker proved to be all that was necessary to give the salesman his big chance. They also helped him to make friends with the engineer who drew the specifications. That, of course, is most important where the first sales step depends upon getting your product specified.

In house-to-house selling operations the turnover in salesmen is a terrific load on sales costs. Not many salesmen can stand up day after day getting doors slammed in their faces. That is where the use of some little utility the salesman can give to the woman of the house proves indispensable. Thus a broom holder opened many doors, which might otherwise have been slammed closed, to salesmen selling cleaning compounds directly to the home. The Fuller Brush Company practically built its business

on the skillful use of well-chosen "door openers." And in a similar way Swift & Company has capitalized the human desire to get something for nothing by giving farmers visiting its exhibit at state fairs a watch charm in the form of a miniature Swift's Premium Ham. The novelty of the thing intrigued the farm folks. Thousands were distributed. They proved to be excellent good-will builders. Later, packets of souvenir post cards were used for the same purpose. Friend-making gifts, with a sales purpose, have likewise been used by the big oil companies to introduce their products into foreign markets. Standard Oil scored a hit in China by giving away brilliantly colored pocket mirrors. They paved the way for converting the Chinese to the use of kerosene lamps. Actually the mirrors cost only a few cents, but to the average Chinese they were a luxury which he probably would never own, if he had to buy it.

Basic Requirements of Specialty Advertising: It is a mistake, however, to look upon specialties as just something to give away, or a way to keep "our name before the public." They are an important part of any well-rounded plan for promoting sales, for any sales building program must be based upon customer good will. Specialties do that job. That is why producing them has become a $150-million industry, and why more and more companies are seeking ways to use specialties (once called "novelties") to break down buying resistance.

The Advertising Specialty National Association, organized to promote the use of specialties in advertising and sales activities, has a tough assignment, largely because most advertising appropriations are controlled by an advertising agency. Advertising agencies as a rule raise their eyebrows when specialties are mentioned. Perhaps the fact that such expenditures are not commissionable to the agency might have a little to do with it. But aside from that, most large agencies are advocates of concentrated advertising in mass media, and they prefer to spend a client's money in that way. Nevertheless, nearly every sales organization today uses specialties in one way or another. A writer in *Printers' Ink*, a journal for advertisers, states that there are 13 basic requirements to be considered in the use of specialties, as follows:

1. Frequent Use

An advertising specialty should be an item that is used or referred to frequently. Since an advertising specialty is a tangible form of reminder advertising, the more often it is used, the more often it is seen, the more valuable is the advertising

value. A clock meets this requirement ideally. In less expensive specialties the same purpose is served by calendars, desk pads, mechanical pencils.

2. PRIDE OF OWNERSHIP

An ideal advertising specialty is an item the average person has always wanted but may not buy because it would be considered a luxury. A leather desk set, a desk cigarette lighter, a pipe rack would fit into this category.

3. CIRCULATION

The more people who see an advertising specialty, the more its advertising value. Items which are kept *in* office desks or dresser drawers are not as valuable as items people carry on their persons and use in the presence of others, or items kept *on* the desk and seen by others. The advertiser wants his name to register frequently. Playing cards are an increasingly popular item for this reason.

4. LONG LIFE

Any item that is consumed immediately is less desirable than one with a normal, useful life of a year or more. Not only is it wasteful advertising to imprint consumable items, but the recipient will attach less value to such a gift. On the other hand, a specialty gift promising many years of service will be valued in direct proportion to its life expectancy. Edibles, except perhaps plum puddings or fruit cakes at Christmas, make poor advertising specialties for this reason, while merchandise like leather wallets, key cases, and pocket knives are perennial favorites.

5. NONBREAKABLE

If the specialty is one that can break or wear out quickly in use, it is liable to build bad-will instead of good-will. Experienced buyers look for foolproof mechanisms and sturdy construction. Cheaper brands of merchandise are usually ruled out on this score. The little extra cost for quality items more than pays back the difference in terms of recipient satisfaction and good-will.

6. REPAIR SERVICE

If the item is one with moving parts, it is only natural that with use the gift will require servicing. If no provision has been made for repair service, the recipient may feel let down. And if the repair costs more than a very nominal sum, he is likely to feel imposed upon. This is one of the most difficult requirements to meet in a mechanical specialty item. One large manufacturer of pocket lighters used widely as an advertising specialty gives absolutely free repair or replacement service on a lifetime basis.

7. EASY TO MAIL

Bulky gifts that are difficult to wrap and mail or are open to possible breakage in shipping do not make ideal specialties. The smaller the item, the more acceptable it is to premium buyers for these packing and shipping reasons.

8. GOOD DISPLAY OF ADVERTISER'S NAME

Almost all advertising specialties carry the name, insigne, or trade-mark of the advertiser. Gift specialties are just another form of advertising, and the purpose is to remind the user of the particular company. Items that allow for permanent engraving of the company name, insigne, or trade-mark, preferably in color, rate high with specialty purchasers. The calendar (wall or desk) allows the largest display of the advertiser's name.

9. Greatest Per Cent of Users

A big problem for the advertising specialty buyer is to pick an item that will actually be used by the greatest percentage of recipients. Hardly any specialty will find 100 per cent user acceptance; the trick is to get as near that as possible. Pens, pencils, memo pads, wallets appeal to almost everyone.

10. Personalized

Can the recipient's name or initials be put on the gift? People like personalized items, and if there is room for neatly engraved, or stamped, name or initials, the value is greatly enhanced.

11. It Must Not Offend

The company using advertising specialties to build good-will can't afford to take a chance of offending even one customer or prospect. That means the gift buyer had better avoid use of extreme color and design. Art work, if any is involved, should never be open to the criticism of being vulgar or in bad taste. The large calendar houses employ top artists at top prices to produce girl pictures that will attract the eye of any normal male but that cannot be accused of being sexy. Nor can a company afford to give something that may constitute an insult to sensitive souls—such as a gift of soap or a hairbrush (too many balding men) or anything to indicate a possible personal weakness.

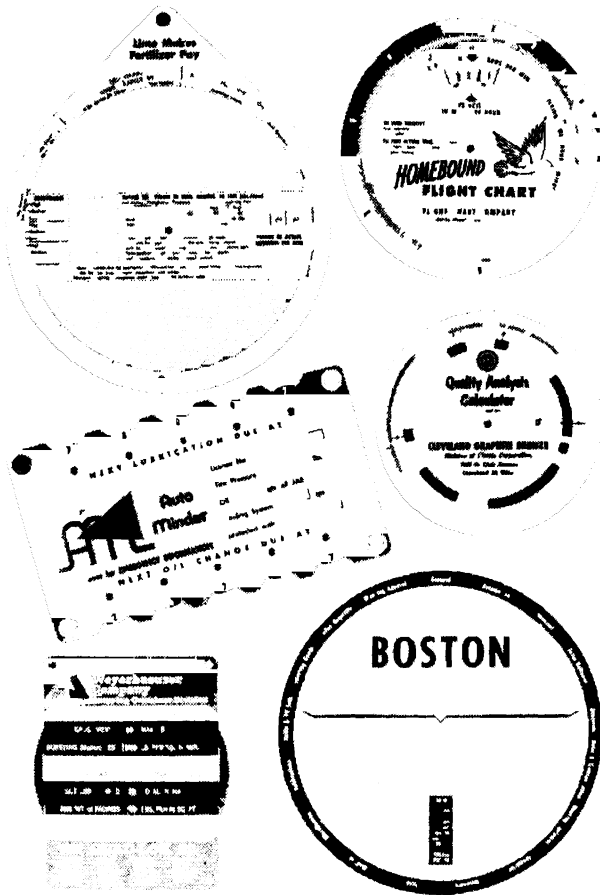
12. Familiar Accepted Items

It is best not to try out as good-will specialties gadgets, or items, not yet accorded consumer acceptance. There must be no doubt in the mind of the recipient about the ability of the gift to do its job or about the general usefulness of the item. A new type of razor, one not yet accepted by the public, is not as good a specialty as some branded razor with consumer acceptance and national advertising behind it.

13. Tie-in Possibilities

Wherever possible, the specialty should have a possible tie-in with the product being advertised. A mechanical tool is not a good specialty for a cosmetic, any more than a manicure kit would be a suitable gift from an automobile tire company. A ball-point pen can be promoted to dealers by telling them they can "Write your own ticket with the X product," or "You'll write up more sales each month with the Z product." Similarly with a pocket lighter, the promotional tie-in allows the advertiser to say, "Light the way to more sales with X," or "X will spark up your sales volume." Likewise the advertiser using a wall clock as a gift can say, "It's time to see your XYZ salesman," or "It's time to reorder."

How Specialties Are Used to Sell Insurance: Some idea as to the widespread use of advertising specialties to win friends and influence people is found in the insurance field. The Life Insurance Advertisers Association studied 125 leading companies, and found that 120 of them used specialties. Some used as many as 20 different kinds. The most popular were wall calendars, followed by celluloid pocket calendars, policy wallets, memo books, and blotters. Usually the agent pays part of the cost, and if he pays more than 50 per cent of the cost the company imprints his name on the specialty.

The principal use for specialties in the insurance field is for building good will and paving the way for the agent. Sixty-three per cent of the specialties are used as gifts to policyholders; 57 per cent as door openers. Another widespread use is as gifts to people or institutions in a position to influence business, and then, of course, there is the dependable pocket wallet, offered by several companies in campaigns to get leads for their agents.

Among the special types of promotional material, those based on slide-rule principles have proved widely useful, being adaptable to an almost unlimited number of products and services. A few examples are shown. (Courtesy of PERRYGRAF Corporation, Maywood, Illinois)

A majority of companies follow the practice of including advertising specialties in the regular advertising budget. A total of 56 per cent do so, while 18 per cent reported separate budgets, and 24 per cent no special budgetary provision.

A total of 69 companies reported stocking all items themselves. Another 35 reported stocking most items while having manufacturers hold certain items subject to order. Only 8 companies said their regular practice is to have the manufacturer hold stocks subject to order.

The Plan Is the Thing: As in nearly every form of sales promotion, the way specialties are used is all-important. No matter how novel, useful, or engaging the thing you are going to give away may be, the return will depend upon the effectiveness of the plan for distributing it. The specialty must be given a job to do, and it should be a part of a well-rounded promotional program. Radio station WIBW, in Topeka, Kansas, for example, wanted to bring its facilities to the attention of a group of prospective time users in a dramatic way. The sales manager realized that with hundreds of stations in hundreds of other good cities competing for the advertisers' dollars, something more than the usual kind of radio station ballyhoo was necessary. So he decided upon a promotional campaign, using useful specialties as a peg on which to hang his sales messages. One month, for example, the station sent prospects a silver-plated butter spreader attached to a special mailing card. With a maximum of 6 butter spreaders in filling each request, a total of 1,361 spreaders was required to fill requests from 273 prospects for time on the station. Another gadget was an aluminum holder for coat hangers, designed to fit on a car window and especially useful for travelers. The headline on this mailing piece was, "You'll Travel Far in the Kansas Market When You Hire WIBW." A mailing including a plastic coaster had this headline, "Are Your Sales Just Coasting in the Kansas Market? Hire WIBW."

An important part of the WIBW campaign was its consistency. Mailings were made approximately every 6 weeks to a selected list of advertising agencies, advertising managers, company executives, and other buyers and prospective buyers of WIBW radio time. The mailings were in the form of either four-page 8½- by 11-inch folders or of boxes containing the gadget affixed to a printed card that exactly fitted the size of the box. Some mailings were two colors, others three. Over a year "run" the campaign produced 1,135 replies.

Dealers attach considerable value to novelties which they can pass out to the small fry who come to shop with their parents. These do not have to be expensive. For example, rubber balloons printed with the advertiser's name and trade-mark, which the youngsters can blow up until they burst, go over big. The friends they make, both for the merchant and the advertiser, far outweigh the small expense involved. And in the same way wall calendars, corny as the idea may be, are still as popular as ever. Some companies appropriate thousands of dollars each year to furnish dealers with attractive calendars, imprinted with the dealer's name, which the housewife can hang up in the home. They are both ornamental and useful. Best of all, every time the lady of the house looks at it she is reminded of the friendly merchant who gave it to her. Because of the competition, such a calendar should be as attractive and useful as possible.

The Gruen Time-Teller: When dealers are supplied with inexpensive gadgets which they can give to customers, they will not only pay something for them but will advertise them as well. A few years ago Gruen Industries, Inc., developed a movable disc affair which told the corresponding time in the principal cities of the world. Somebody thought it was the sort of thing Gruen dealers might use to give to customers, since it was something nearly anyone would like to have. If a person had to go to a jewelry store selling Gruen watches to get it, there was a pretty good chance he might come away with a Gruen watch. At least the odds were in favor of his buying something while in the store. So the company offered to sell Gruen dealers as many "Time-Tellers" as they could profitably use at cost, provided the dealer would agree to advertise them either in his local newspaper or by mailing out to his customers a special letter which the company had prepared. Newspaper mats, display cards and other material for publicizing the Time-Teller, were supplied dealers without charge. As a result nearly 2 million of the gadgets were distributed and, according to a Gruen official, reorders are coming in regularly. It was a natural. A perfect tie-in for a watch dealer and the company which made them, or in this case, assembled them. Here is the letter, signed and mailed out by the local Gruen jeweler, which did the trick:

Dear Mr. Jones:

You will be glad to know we have reserved for you a free copy of the fascinating new Gruen World Time-Teller disc which tells the time in all the important cities in the world!

Increased interest in world events brought on by the recent war--news headlines from every corner of the earth--and the speed of trans-ocean air travel make the Gruen World Time-Teller a helpful device. By a simple turn of one dial in relation to the other, you can tell instantly the correct time in New York, Berlin, or any other major city.

You and your whole family will be intrigued by this interesting gadget. Come in for your Time-Teller soon--we're holding it for you.

And while you're here, we will be very happy to show you, without obligation, our suggestions for anything you may need in the way of gifts for Graduation, Weddings, or any of the other numerous gift occasions arising during this season of the year.

Sincerely yours,

General Electric Company made good use of a similar device in promoting the sale of electrical dishwashers. A disc was worked out which when dialed to the number of years the prospects had been married would show exactly how many dirty dishes they had washed and how many days they had spent in the kitchen. It also told what was in store for them unless they owned a dishwasher. General Electric sold the "Horrorscopes" to dealers for 2 cents, and the dealers had a lot of fun giving them away to likely buyers.

Coleman's Hot-Water Selector: A somewhat similar gadget is furnished dealers and their salesmen by the Coleman Company, maker of hot water heaters. Coleman makes three sizes of heaters, and the strategy used in closing the sale is for the salesman to ask which size heater the prospect needs. At that point the salesman brings out his "slide-rule," the slide of which he pulls out until the number of bathrooms in the home is synchronized with the number of people using the bathrooms. At that point one window in the slide shows the number of gallons of hot water required for a given 2-hour period, without automatic equipment and with automatic equipment. Another window in the slide shows the size of heater which the prospect should have to take care of those needs. The back of the slide shows the comparative cost of competitive fuels per gallon of hot water. This sales help is popular with salesmen, as it saves them figuring costs and the danger of possible mistakes. But most important it intrigues the prospect, when the time comes for the salesman to get out the order blank.

When these selectors are mailed from the Coleman sales promotion department, along with other pieces in the Coleman sales kit, a letter accompanies them to "sell" the dealer and his salesmen on how easy it is to sell a Coleman heater with these useful

tools. At the top of the letter is a picture of a very much disturbed duck beginning to sizzle in a soup pot. The letter ties in with the illustration as follows:

Dear Mr. Dealer

When selling a product becomes "duck soup"--it's a cinch--it has become a push-over Well, your Oil Water Heater Sales become "duck soup" when you use your brand new Coleman Oil Water Heater Sales Kit.

This kit consists of a completely new and very effective X-Ray Demonstrator, a Coleman Product Catalog, and the ultimate in a slide rule device--the Coleman Water Heater Selector.

These tools will make it a cinch for you to outsell your competitors' And that's not all--you will completely and effectively outsell the competition of other fuels

NOW, the selling of Coleman Oil Water Heaters is a pleasure because you and your customer both know that a superb piece of equipment has been sold--a product of beauty, fine performance, and outstanding economy which the user will always appreciate

COLEMAN WATER HEATER SELECTOR

Here is a sales tool that is entirely new It gives you an approach to the sale of an oil water heater that has never been used before "Finger-tip Control" of information selects the proper size water heater and shows costs and recovery rates for all storage-type water heaters using liquid fuels It serves you with a wealth of information that cannot be refuted and takes all the guesswork out of selling Use this Selector and you will intelligently guide a customer to the proper size water heater and quickly and clearly establish the superiority of Coleman Oil Burning Water Heaters

With this Selector, you will easily and convincingly compare the water heating costs of oil, electricity, and the various kinds and types of gases It is designed to fit into your pocket and we strongly recommend that each of your salesmen carry the Water Heater Selector with him at all times so that he will be ready to launch into the sale of a Water Heater at every opportunity

Recipe Booklets: An old-time favorite with many food manufacturers is the recipe booklet. While it may seem that this method of promoting the use of a product is overdone, it seems as though women never tire of collecting recipes. Consequently recipe books with a sharp promotional angle make a worthwhile supplement to any campaign designed to increase the consumption of an ingredient used in the preparation of table foods. Some recipe books are written by famous cooking authorities and are quite elaborate. Others are very simple. Sometimes they are distributed by mail to lists furnished by dealers, other times they are offered for box tops or enclosed in packages. The

Try BANANA TEA MUFFINS

1¾ cups sifted cake flour
2 teaspoons baking powder
¼ teaspoon baking soda
¾ teaspoon salt
⅓ cup sugar
1 egg, well beaten
⅓ cup melted shortening
or salad oil
1 cup mashed ripe bananas
(2 to 3 bananas)

*Use fully ripe bananas yellow peel flecked with brown

Sift together flour, baking powder soda, salt and sugar into mixing bowl Combine egg, shortening and bananas Add to dry ingredients, mixing only enough to dampen all flour. Turn into well-greased small muffin pans and bake in a moderately hot oven (400°F) about 20 minutes, or until muffins are done Serve hot or cold Makes 16 small muffins

CHIQUITA BANANA SAYS:

FREE CANNON TOWEL

FOR TRYING THE ABOVE RECIPE

Will you help us test a new recipe before we include it in a new cook book? This recipe is for Banana Tea Muffins We think it's a real taste treat but we want to know how your family likes it If you'll serve Banana Tea Muffins to your family and then mail us the coupon below we'll send you a gay 17 x 32 in CANNON Tea Towel FREE

FILL OUT AND MAIL

UNITED FRUIT COMPANY, Dept. C7-278, Pier 3, North River, New York 6

I served BANANA TEA MUFFINS to ______ number of folks on ______ (date) Their comments were ______

______

______

______

______

______

Name ______

Address ______

City ______ Zone ______ State ______

Only one coupon to a family. Offer expires August 15, 194[illegible]

To promote use of its banana recipes, a United Fruit consumer advertisement offered a useful specialty to any family that tried the recipe.

favorite way for getting them into the hands of the housewife, however, is to make them available through local dealers. A "box" in magazine advertisements stating that a recipe book has been prepared and is available upon request from your favorite food store serves as an inexpensive way to get quick distribution and at the same time build dealer good will. If the food store does not have the recipe books, or does not carry the product in stock, these requests usually cause the dealer to order a supply from his wholesale supplier. Another good way to distribute recipe books is by spot radio or TV commercials, timed to catch the housewife while she is working in the kitchen, or at other appropriate times. A giveaway recipe book, for example, usually makes a perfect peg upon which to hang a short commercial.

Liquor companies also find it pays to provide dealers with booklets which they can pass out to customers. Some of these tell how to mix a variety of drinks, others are designed to give information of interest to those who may have occasion to serve liquor at parties. For example, Three Feathers whiskey dealers were supplied with booklets imprinted with their names containing all sorts of information helpful in putting on a party. It was called "The Life of the Party." The booklet included popular songs, games that could be played by the guests, and quizzes. One of the quizzes is the "Whisk-Quiz." It is intended to correct popular misconceptions about blended whiskies. Here are a few typical questions:

1. TRUE OR FALSE?

The "Proof" of a whiskey indicates only the alcoholic content—*not* the quality.

True: "Proof" in any whiskey means double the percentage of spirits by volume —nothing else. For instance: A 100 proof whiskey contains 50 per cent spirits; an 86 proof whiskey contains 43 per cent spirits, etc.

2. TRUE OR FALSE?

"Bottled in Bond under U. S. Gov't Supervision" on whiskey labels means that the Government guarantees the quality.

False: Not a chance! The Government does not guarantee the quality of *any* whiskey—*that's* the distiller's problem. "Bonding" indicates only that the whiskey has been aged for at least 4 years and is bottled at 100 proof.

3. TRUE OR FALSE?

"Grain Neutral Spirits" is the lightest, most highly refined type of beverage distillate.

True: "Grain Neutral Spirits," made from the same ingredients as whiskey, is refined by distillation at higher proofs. The result: Lighter body—making neutral spirits ideal for blending with heavier whiskies for smoothness. Whiskies thus produced are known by law as "Blended Whiskies."

Art Calendars: These are still the most widely used of all forms of specialty advertising, and thousands of business establishments, large and small, regard calendars as an important part of their sales promotional program. There are a number of calendar houses which annually prepare a wide selection of syndicated art calendars which they sell up and down Main Street, as well as to national advertisers for use by dealers. It is not unusual for a lithographer to pay as high as $5,000 for an especially good big name painting. It would, of course, be impractical for an individual advertiser to spend that kind of money for calendar art work although some of the air lines do.

It is not hard to understand the popularity of calendars. For one thing, every home, office, and shop needs calendars. They need a new supply every year. Moreover once a calendar is hung up, it usually stays up all year. It will be seen every day by those who live or work where it is hung, and by many others who may be visiting the home or office. It is therefore a form of bulletin advertising, doing much the same job inside that the outdoor bulletin does outside. Even if a percentage of the calendars sent out are never hung up, the advertising value of the space occupied by those which are hung makes it a good investment. They are especially popular with local merchants and dealers, who are usually quite willing to pay cost or better for them when offered as a dealer help by a manufacturer.

A near relative of the art calendar is the celluloid vest-pocket calendar with an appropriate advertising message on one side. Salesmen especially like to have these to pass out to customers and others whose good will they value. They are also used to enclose with the annual report to stockholders. As the number of owners of our business enterprises grows, management is becoming more conscious of the opportunity to get stockholders to boost the company's products to their friends. Placing these handy calendars in their hands, so that they can slip them into their pocket wallets, is about the least expensive way a company can keep its products before its friends and stockholders.

An objection to giving away calendars at the beginning of the year is that there are so many given away at that time. It is not unusual for a business office to receive a hundred or more during December and January, when actually the office only needs four or five. Some of those which fail to rate a spot on the office wall are given to employees who take them home. But this type of distribution is of questionable value. To get over this hurdle some companies send out midyear calendars, that is to say,

calendars which start July 1 and cover the last 6 months of the year. This not only reduces the cost of the calendar, but many people tire of looking at the same calendar after 6 months and welcome a change. There is, of course, not nearly so much competition in June and July as there is in December and January. However, a really high-grade, well-done calendar, like the 3-months-at-a-glance art calendars sent out to customers by the American Colortype Company each year, is eagerly sought and usually occupies a preferred location the year around. In calendar advertising, as in so many other things, the best is the cheapest in the long run.

Books of Matches: A candy manufacturer in St. Louis, who wanted to promote the sale of Old Nick and Bit-o-Honey candy bars, hit upon the idea of advertising them on books of safety matches which he distributed to stores handling his product to give out at the cigar counter. One cover of each book featured the product, overprinted in bold type "Amazing Offer." The offer, described on the back cover of the book, was four stainless steel paring knives for 50 cents, with two "Old Nick" candy bar wrappers. The candy, of course, could be purchased right in the store. The inside of the cover was used (the long way) as a coupon for accepting the offer. The idea proved a winner, not because there was anything novel in giving away books of matches, but because of the plan by which the match books were distributed. Millions of match books are given away, or sold at cost to dealers, by advertisers who find their customers value them greatly.

Christmas Remembrances: It is estimated that American business concerns give away to customers more than $50 million worth of merchandise every Christmas. The average price paid for such gifts is about $7.50. Some companies send their customers a box of fruit, others a bottle of liquor, a box of cigars, or one of the attractive cheese samplers which are available from cheese makers and packers. It is felt that the sender's thoughtfulness will be appreciated, and since it is the Christmas season the gift will not be misunderstood.

But gifts of food or liquor, while appreciated, are soon consumed. So more and more companies are turning to gifts which the customer can keep and use the year through. A particularly popular and acceptable gift is an executive desk book, which the customer can use to keep track of his appointments, make daily entries of importance, and after the year is over file away

as a permanent history of the year's activities. The Dartnell Corporation of Chicago, for example, issues a *Personal Record Book for Executives* each year, in November. Over the years it has won high acceptance from business and professional men. The books are offered in several leather bindings, at various prices, according to the type of binding. These books can be stamped with the customer's name in gold on the front cover and, if desired, with the trade-mark or firm name of the company on the back cover.

The usef of advertising specialties should, wherever possible, test out the gift on a small group of people before extending the promotion to his entire list of prospects or customers. He should make a point of finding out what these test recipients think of the gift. If it meets with only mild favor it should be dropped and another item should be tested until one is found which evokes a majority of enthusiastic approval.

Two Classes of Sales Promotional Specialties: Considered as pieces of sales promotional literature rather than as premiums, specialties, or advertising novelties are of two general classes: *Printed pieces*, like calendars, address books, phone indexes, appointment books, memo pads, notebooks and diaries, scrapbooks and albums; and *merchandise pieces*, like mechanical pencils, fountain pens, cigarette lighters, key containers, and other small, inexpensive items which come within the definition of "literature" only in the sense that they can be imprinted with a company or product name and a few lines of advertising copy. The printed specialties may either be prepared by the sales promotion staff to individualize them to the business or, like the merchandise specialties, be purchased ready-made from specialty and novelty manufacturers. Usually it costs more to produce an individualized piece such as a calendar than to buy a syndicated calendar of comparable quality, but the specially prepared piece has the advantages of a closer tie-up with the business, more appropriate illustrative subjects and, of course, exclusive use and control.

How Users Select Their Offerings: In connection with calendars, however, it should be noted that the most appropriate illustrative subjects are not always the most popular, for practically all surveys made on the question show pretty girl pictures to be far in the lead, regardless of the product promoted. Following one year's calendar mailing, for instance, the Pennsylvania Refining Company sent out a questionnaire to recipients soliciting information about what subjects would be preferred

for the next calendar. Girls alone or girls with dogs got the great majority of the votes. The girl-and-dog theme appealed to 69 per cent very much and to another 20 per cent to a lesser degree; with an 89 per cent total preference the choice of a subject was easy to make.

As a long-time user of sales promotional specialties, the Panther Oil and Grease Manufacturing Company has experimented with many different kinds and, in the words of O. B. Swallow, sales manager, "It is always an item that normally can't be purchased from the local merchant." He enumerated as typical selections: "A magic mirror door detective; a combination pencil and cigarette lighter; a combination pencil and knife; a 12-in-1 tool that does practically everything except rock the baby to sleep; a hand-painted Western tie; a magic night light that turns on automatically when it is lifted from the night stand."

Where several executives have a voice in deciding to whom the order will be given, a carefully selected and tactfully presented advertising specialty can be of great help. A manufacturer of air-conditioning machinery, for example, presents friendly persons in organizations likely to buy his equipment with a useful automobile trouble light.

PREMIUMS IN SALES PROMOTION

There are five basic types of premiums used in modern sales promotion, as classified by Frank H. Waggoner, in *Sales Management* Magazine. They are:

1. Coupon plan.
2. Direct premium plan.
3. Self-liquidating plan.
4. Container premium plan.
5. Enclosure premium plan.

The coupon plan goes as far back as 1851, when Raleigh cigarettes were packed with a coupon "good for beautiful premiums" as an inducement to get purchasers to keep on using Raleighs long enough to get the habit. Direct premiums are given with a single purchase, as, for example, premiums that are given with magazine subscriptions. The self-liquidating premium is offered for a slight additional sum, usually enough to let the company which uses them out at about cost. Or the premium may be offered for a certain number of box tops, labels, or other evidence of purchases. In this case the number of purchases necessary to get the premium is usually sufficient to liquidate

the cost of the premium. The premium which is packed with the product, as, for example, the free dishes once enclosed with Quaker Oats, is perhaps the most effective of all premiums and can be made nearly self-liquidating.

Self-Liquidating Premiums: Closely allied with the use of specialties in sales promotion are various premium plans in vogue. Most popular of these is the so-called "self-liquidating" premium, where the cost is covered by the added volume of sales. Speaking before the Sales Executives Club of New York, an official of the General Foods Corporation, extensive user of premiums, warned the sales executives present against using premiums to offset a poor product, a shabby package, or some other discrepancy in the sales program. "Essentially," he said, "a self-liquidating premium is a sampling device. Ordinarily, you are able to match your competitors' products from the standpoint of their physical qualities, as well as their consumer acceptance. Because of this, the differences in products are frequently so slight that you are limited severely by the Federal Trade Commission in the claims that you can make in your advertising. In circumstances such as this, a self-liquidating premium promotion can influence a given proportion of consumers to try your product who otherwise would not."

The actual returns from the use of self-liquidating premiums tell only part of the story of their success. There are people who buy the product in anticipation of sending for the premium but never get around to doing so. On the other hand, there are others who are already using the product but simply send for the premium. Among this group you are making better friends and enhancing good will.

Here is a short list of the more important objectives in using self-liquidating premiums:

1. Meeting competition.
2. Inducing use of a family of products.
3. Increasing size of purchase.
4. Inducing advance buying.
5. Holding established customers.
6. Reaching specific markets.
7. Widening distribution.
8. Boosting sales in dull or off-season periods.
9. Evaluating the effectiveness of certain media.

The manufacturer, after all, is in business to sell his *own* product at a profit. A premium to help him sell it is secondary.

He is willing to pay the premium supplier a fair profit for the premium to help sell his own product. But he should *not* devote more than half of the advertising effort at most to plug the premium at the expense of his own product.

Popularity of Premium Plans: A plan which is the foundation of some important sales programs is offering premiums of the customer's own selection for a certain number of purchases, evidenced by coupons or stamps. The basic appeal is to the collecting instinct. Saving soap wrappers, coupons, or trading stamps is a favorite indoor sport in many homes.

Colgate has used the premium coupon plan with certain of its soaps for over 50 years. Some 20 years ago the company combined premium operations with Borden and later with other companies. This combined operation now maintains 50 premium stores located in important cities and, in addition, over 2,000 redemption agencies where consumers may bring coupons and receive premiums. The coupons are interchangeable. Thus, it is possible for the consumer to accumulate coupons quickly.

It would be a mistake to judge the type of merchandise used as premiums in the coupon plan on the basis of those offered so successfully to the juvenile market. Effective as these juvenile premium offers are, they represent only a fraction of the wealth of merchandise offered to the housewife to influence her choice as she fills her daily or weekly market basket.

POINTS TO CONSIDER WHEN CHOOSING A PREMIUM

1. Does It Have Eye Appeal?

   Eye appeal is most important, particularly when the premium is displayed at point of sale.

2. Will It Readily Lend Itself to Advertising and Promotion?

   No premium deal is successful without the maximum of advertising and promotion to introduce and back up the offer. The premium must be such that it will create a demand in advertising copy and illustration.

3. Is It Nationally Advertised?

   A nationally advertised product with an established brand name has already gained consumer acceptance and thus makes the promotional task much easier.

4. Does It Represent an Outstanding Value?

   The premium should be measured in value to comparable merchandise sold in the retail markets.

5. Is the Use of the Article Offered Well Known to the Consumer?

   Gadgets which need detailed explanation as to their use are not good premiums. Articles of general use have greatest acceptance.

6. Is It for Household Use?

   Almost all premium deals are directed to the housewife. Household articles of everyday use are by far the most popular in demand.

7. Will It Appeal to the Class of Consumer Buying Your Product?

   Your choice of a premium should be based on the consumer-wants in income and territorial groups.

8. Will It Serve as a Constant Favorable Reminder of the Purchase of Your Product?

   The more often the premium is used in the household of the recipient, the more often she is reminded of your product.

9. Can It Be Handled Easily by the Retailer of Your Product?

   The premium given or sold at point of sale must be properly packaged to insure easy handling by the retailer.

10. Will the Manufacturer Make Deliveries to You Promptly?

    Nothing will cause more ill will on the part of the consumer than non-delivery of the premium. Pick out a reliable supplier by all means.

Chapter 26

TRAINING DEALER PERSONNEL

THE weak link in the distribution chain is at the point of sale. As a result of national advertising, or other sales promotional effort, Mrs. Consumer goes into an establishment where the product is for sale with the idea of "looking" at it. Mrs. Consumer is definitely interested and is receptive to reasons for making the purchase. But the dealer or the salesperson, not knowing the values which are built into the product or the advantages it offers, fails to turn Mrs. Consumer's interest into desire and she walks out of the store without buying—perhaps feeling definitely she does not want the product.

Here is a five-way loss. Mrs. Consumer lost the satisfaction which goes with the ownership of a quality product; the dealer lost his profit on a sale which was already half made; the salesperson lost the credit for having completed the sale; the distributor lost an opportunity to make a replacement sale to the dealer; and last, but perhaps most important of all, the manufacturer lost not only the profit on the sale, but his investment in getting Mrs. Consumer sufficiently interested in the product to go to the dealer and inquire about it.

Who is to blame for the loss? It could have been the salesperson, of course. The clerk might have been discourteous or indifferent. A great deal of business is lost because of that. A recent survey by the jewelry industry shows failure of clerks to be pleasant and to help the customer in buying wisely as the most common cause of lost sales. Perhaps the dealer is to blame for not training his clerks in the fundamentals of good retail salesmanship. Far too many dealers who distribute nationally advertised products are sound asleep when it comes to training store personnel to do a real selling job. In spite of all that has been said and printed on the importance of better selling at the retail level it is still a sad story. But actually the blame

rests upon the manufacturer. The salesperson back of his dealer's counter is just as much a part of his sales organization as his own salesman. For after all, getting a product onto the shelf of a retail distributor means little, unless steps are taken to make sure it moves off the shelf quickly into the hands of the ultimate consumer. Only then is the sale complete. Only then has the factory or the wholesaler's salesman a chance to sell that dealer a repeat order. Without repeat orders a business dies.

The Manufacturer's Responsibility: Some large manufacturers, in long profit lines—building materials, for example—attach so much importance to educating the dealer's salespeople that they operate special training schools for them. A large camera company gives those who sell its products at retail an intensive 10-day training course at a company training center.

While the dealer pays the travel, salary, and living expenses of his salespeople the company makes all arrangements and supplies the necessary training facilities and materials. The whole emphasis of the course is upon selling. While there are some lectures and informal talks about the various markets and how to reach them most efficiently, the conference, open discussion, or forum method is used to analyze the photographic selling story and to develop a well-rounded sales program that will actually increase a dealer's sales. Similar training centers are operated in the automotive, household appliance, and other "big ticket" merchandise fields. These companies find this type of sales training pays. With greater stability of personnel more and more of it will be done.

However, not all manufacturers are able, or willing, to spend lavishly for training dealer personnel. Since the responsibility rests as much upon the wholesale distributor as upon the manufacturer, there is a trend toward parceling out the job, so that part of the cost is absorbed by the distributor and the dealer themselves as well as by the manufacturer. The advantage of this is twofold. It puts the wholesaler and the dealer right up front in the picture, and since they are sharing the cost they take more interest in it. But regardless of how the cost is spread, it is the definite responsibility of the manufacturer to prepare an integrated plan for educating dealers and their salespeople, to package and present this plan to the distributors, and use every reasonable influence to enlist their active support and cooperation. No sales training plan was ever so good that it did not have to be "sold" to those who will benefit from it.

Early Experience with Dealer Training: There has always been dealer training. Even today, manufacturers who insist they don't spend money on that type of promotion require their salesmen to take time out to talk to dealers and their salespeople about resale problems. In fact, a smart salesman will do that without being told, for he knows that his best chance to increase territorial sales is to help his customers to sell more of the products he hopes to sell them. One of the first efforts to relieve salesmen of this educational job, and to provide a planned training program for the industry, so that the best experiences of all those distributing its product could be shared, was a "Course in Kid Glove Salesmanship" undertaken by a New York glove manufacturer in 1912. It was a series of multigraphed bulletins, punched for a loose-leaf binder, and issued periodically for the benefit of all dealers and clerks who wished to register. It was, of course, distributed free. At the time it was brought out it created a furor in marketing circles.

The next forward step was taken when a Kenosha hosiery manufacturer brought all his dealers and salespeople into the factory for a short course in selling hosiery. This training was supplemented by texts and other educational literature which were sent to each person who attended the school. That proved quite successful. It was not long before there were correspondence courses for selling all sorts of products, but most of them were superficial and not too helpful.

Following through on that idea, a brass bed manufacturer decided to carry the idea a step further and trained his factory salesmen in the technique of organizing clubs for store salesmen. Those who conducted these clubs (merely an intriguing name for schools) were provided with texts and other educational material by the manufacturer. Clerks from competitive establishments were invited, and the meetings were usually held at 7 o'clock in the morning—then a new idea.

Then the dealer school idea got another push forward when Johns-Manville employed Arthur A. Hood, then successful sales manager for one of its distributors and later editor of *American Lumberman*, to set up and conduct a training program for building material salesmen. It was called the National Housing Guild. These clinics were attended by as many as 500 building material salesmen at a time, where they were shown how to sell a "packaged" home. The Guild was later taken over and operated as an industry-wide project.

Tie-in with Over-All Training: The modern conception of training the dealer and those who sell for him is to treat it as a part of the over-all sales training program. Salesmen in all categories profit from it. There is nothing which will make a factory salesman more promotion-minded than attending a school for dealers. It really gives him a new point of view on his own and the company's problems. As to the value of over-all training, including both factory and distributor's salesmen, Fen Doscher gives the following nine ways it pays off for the company:

1. The more efficient your salesmen are, the more productive they will be in writing new business and expanding sales volume. This is vitally important when one considers that the average salesman actually spends from 2½ to 3 hours a day face to face with prospects.
2. The salesman who is trained to organize his time more efficiently and to make shorter and more effective sales presentations will expose himself to more prospects and make more sales per interview. As a result, sales cost is reduced, salesmen on an incentive basis can make a larger income and this in turn will attract a higher type of salesman to your organization.
3. Top producing salesmen prefer to work for a company with a sound sales training program. They recognize the value to themselves in a well-integrated program of continuous sales training.
4. The influence of a well-developed sales training program can be extended to the whole company because all departments have a live interest in what the sales department is doing, and by exposing them to the sales training program you make everyone sales-minded even though their activities may be limited to operations.
5. A sales training program is an effective builder of morale. This is vitally important in not only the indoctrination period of new men but in keeping older men sold on the company and giving them a sense of confidence and security in their future. The higher the morale of a selling organization, the lower the turnover.
6. A broadly developed sales training program brings in sales, advertising, and all promotional activities with the result that you achieve a higher level of coordination among the direct and indirect selling activities which may be under various department heads.
7. A sales training program makes for more efficient direction on the part of sales managers and sales supervisors because the sales training program sets a pattern which everyone recognizes and understands.
8. A sales training program makes it easy to identify and correct the faults of new salesmen and, therefore, speeds up the training period and makes them effective sooner, and less costly than where there is no organized training plan.
9. It is wiser to invest in an effective sales training program than to pay the much higher cost of an inadequately selected, trained, and directed sales force which cannot meet the challenge of competitive selling.

Modernized Training: Tremendous strides are being made in training, not only dealer personnel, but *all* personnel, through the development of programmed electronic courses in which the

individual trains himself. Throughout this HANDBOOK, references will be found to the latest advances in procedures and equipment, as a result of which training programs will be more widely applied in every field, in more convenient and more flexible ways.

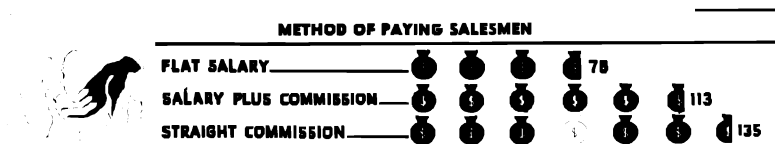
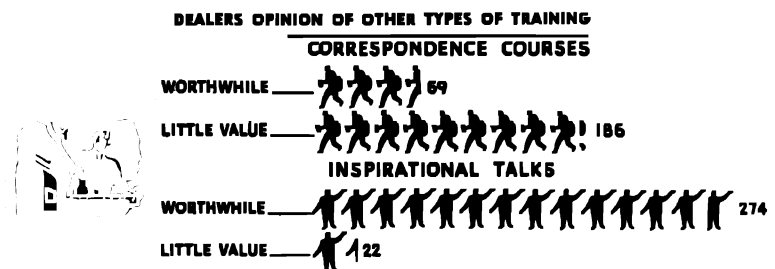
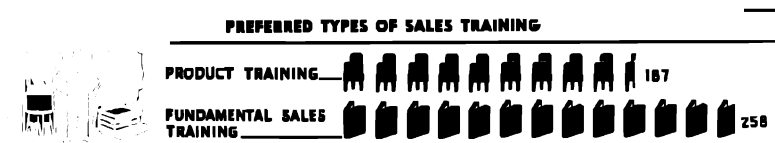
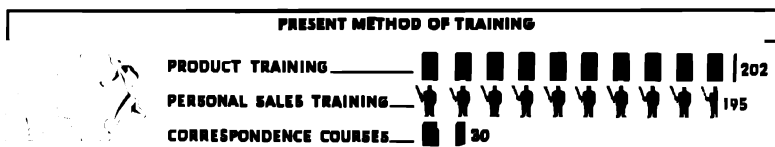
The advent of self-teaching machines and programmed instruction is opening new vistas for the sales training manager in every area of marketing and sales promotion.

In the application of these modern methods to the retail field, the potentials are enormous and the surface has hardly been scratched at this point.

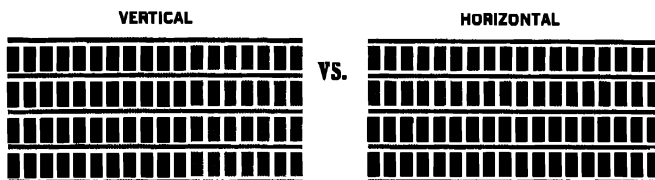
It is easily possible that entire training programs may be conducted at any time, any place, wherever needed, without any delay or preliminaries through the marvelous developments which have taken place in this field. Interestingly enough, the fullest use, up to this time, of the new facilities for self-instruction have taken place in the public-education field. It will not be much longer, then, for training machines to be more widely applied in business, particularly for training retail salespeople.

Indirect Approach Used by Parker Pen: Resistance to study on the part of retail sales personnel has caused some companies to experiment with an indirect approach to the problem. The Parker Pen Company developed a retail training program, consisting of moving pictures, sound-slidefilms, and a series of take-home booklets. Instead of labeling the program "A Course in Retail Salesmanship," which is the traditional approach to over-the-counter sales training, Parker built its whole program around the importance of good manners and speaking ability. The thinking back of this decision was that most training programs beamed at retail salespeople try to do too much at once. They confuse rather than educate. By concentrating the promotional effort on the clerk's relations with the customer, which are influenced very largely by the way the salesperson acts and talks, a real service was possible. The first and most important step in retail selling is for the salesperson to "sell" herself or himself to the customer. That constitutes "getting to first base" in making any kind of sale.

The backbone of the Parker program was the film and educational booklet, "Your Manners Are Showing." The title was calculated to appeal to all the people in a dealer's store who contacted the public. Everyone wants to be considered well

WHAT SALES TRAINING DO DEALERS REALLY WANT?

Courtesy *Electrical Merchandising Week*

Results of a survey conducted by Electrical Merchandising *to determine sales training electrical dealers preferred to receive from manufacturers. The survey indicated less preference for correspondence courses, more for inspirational material. A common fault in dealer training programs is overemphasis on products. Dealers like training material which deals interestingly with sales fundamentals.*

RESULTS PROVE VERTICAL IS BEST

TOTAL SOUP SALES—TEST STORES VERSUS CONTROL STORES

Where vertical departments were switched to horizontal SALES WENT DOWN **–11.3%**

Where stores had their horizontally arranged soup departments switched to vertical arrangements SALES WENT UP **+12.1%**

Other frequently used measures — total dollar sales unit and dollar sales per facing consistently favored the vertical arrangement over the horizontal arrangement

DOLLAR PRODUCTIVITY PER FACING

VERTICAL VERSUS HORIZONTAL SECTION

The vertically arranged sections produced higher dollar sales per facing than did the horizontally arranged sections The dollar yields per facing per week were

	Dollar Sales Per Facing Per Week
Vertically Arranged Stores	$2 17
Horizontally Arranged Stores	$1 97
Additional Sales Per Facing	$ 20

The additional sales per facing for vertical sections is attributed to the better allocation of space to brands and varieties based on turnover

Also, consumers reported that it was easier to find what they wanted in a vertical section

A Campbell Soup booklet for food dealers and supermarkets shows how best to display the company's products. The information was based on a survey of 10 supermarkets over a period of four weeks in each of four cities.

mannered. But what is meant by good *sales* manners? "Manners, good or bad," the treatise points out, "are habits. If we work at them a while they will become easier and easier to practice. Finally they become as much a part of us as breathing.

And then they really begin to pay off. You know, letting yourself get fat through overeating is really a kind of bad manners—but a fat pay check is always good form. Now there are five basic good manners of the good salesman—five qualities he must have to be something better than an 'order taker':

"1. Cordiality.
2. Enthusiasm.
3. Attentiveness.
4. Good appearance.
5. Knowledge of merchandise."

That is the outline for the program, and the materials developed by Parker to carry it through, which takes up each of the five points, one by one, ending up with a checking chart which the salesperson can use to test his or her manners, and determine what kind of manners are showing. The "true or false" technique is used in making this test.

Experience of Sears Roebuck & Company: Most sales training programs fail to give consideration to the inability of the average retail salesperson to absorb information quickly, and undertake too much mass training.

The larger retail organizations, notably Sears Roebuck, have decentralized sales training as much as possible, placing the responsibility on older employees for training new employees, and thus training both. It realizes, of course, that training is a continuous operation and is never done. The training formula steps, after breaking down the knowledge, skills, habits, and attitudes to be learned into short teaching units, are these:

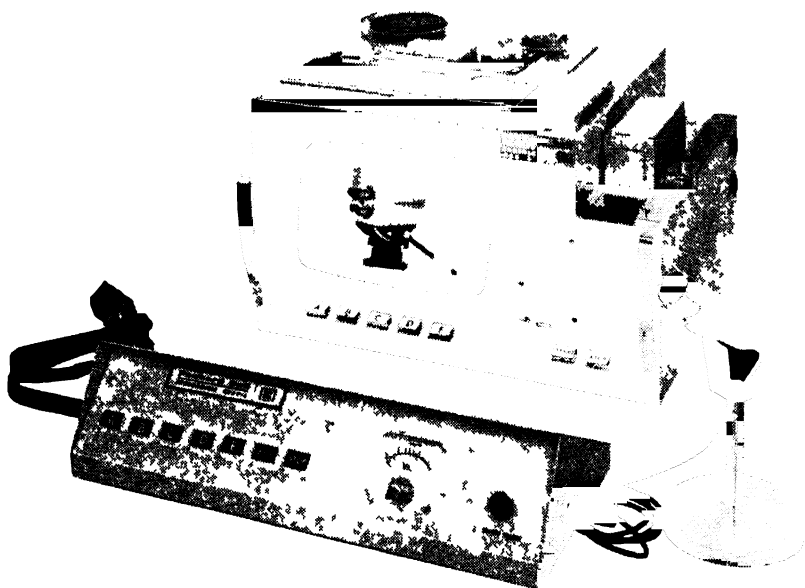
1. Determining what the trainee already knows.
2. Commenting on the facts to be learned. (Lecture, conference, film, manual study, etc.)
3. Discussion to fix the understanding of the content.
4. Telling back by the trainee.
5. Demonstration by the instructor, and then by the trainee.
6. Reteaching on points not understood.
7. Final demonstration of knowledge (skill, attitude) at end of organized instruction.
8. Performance under supervision.
9. Spot checking of performance for errors.
10. Reteaching or supplementary teaching to improve knowledge or skill.

A number of programmed, audio-visual, electronic sales-training and teaching systems have been introduced. Packard Bell, for instance, manufactures an Audio-Visual-Response

Improperly trained retail salesmen can lose sales by complicating a simple presentation of benefits. This is a scene from the Dartnell Borden and Busse film, "How to Prevent Objections in Selling."

system which provides means for automatically synchronizing the presentation of a succession of projected slides, voice instruction, and questions. A lesson or set of instructions is presented by means of a taped voice-lecture interspersed with programmed questions directed to the listener-viewer. The slides present pictorial views, sequenced in conjunction with the lecture and questions. To reply to the questions, the listener must pay close attention and respond by means of the lettered pushbuttons. An error counter records the number of incorrect responses, and a question counter records the number of questions in the program, thus providing an accurate measure of achievement. The system sells for $995. A separate unit, for special programming, costs $395.

PLANNING THE TRAINING PROGRAM

Those companies which are doing the most effective training of retail salespeople are making a liberal use of visual training aids and staged demonstrations, but do not depend entirely on

Audio-visual training system by Packard Bell provides two-way communication and requires student response. The system, with either 36 or 100 slides, and with seven reels of ¼-inch tape, can provide two hours of continuous presentation.

these media. They supplement them with coaching literature. It is seldom possible to reach all dealers through sound-slidefilms.

One of the best-known training programs for dealers is General Motors' school of merchandising and management. This institution offers an intensive training program for newly appointed Chevrolet dealers and their sons. The curriculum includes business management, marketing, and the dealer's role as a responsible citizen in the community. The faculty includes professors from Wayne State University in Detroit. The program has graduated more than 6,300 retail and wholesale men from the United States and other countries. There is also a two-week Chevrolet sales executive academy for sales managers at Wayne State.

A similar program for dealers selling other GM products is conducted through the General Motors Institute at Flint, Michigan.

The more fundamental techniques of management, service, and sales are taught through a dealer manpower development program, under the over-all direction of the General Motors merchandising manager, Charles B. Neely.

Dealer development and training courses are given in each of 30 training centers. Dealers and their staffs are invited to attend conference sessions, which generally are of two to five day's duration. Participation in 1965 topped 58,000.

Local Schools for Specialized Training: Recently there has been a widespread movement within trade associations to assume responsibility for teaching the principles of salesmanship as applied to a particular industry. In that way the cost of this training may be shared by a number of concerns.

An example is the schools in printing salesmanship conducted by the Chicago printers. Each member of the local master printers' association is entitled to send as many salesmen as he wishes to the school for training. He pays the tuition for the salesmen, or a part of it.

The success of this plan depends a great deal upon the selection of the men. In some cities the instructor of the school has the right to reject any candidates for training whom he thinks might not be capable of doing a creative selling job.

When there is a shortage of salesmen in an industry, this plan is extended to young men without previous experience in selling the product. Trained men are thus made available to members of the organization. They are selected by the instructor from the candidates who present themselves for training.

"On the Job" Training: Not all companies, however, are in a position to operate training centers, or provide formal classroom training for dealers and their salespeople. So they bring the training to the dealers' salespeople instead of bringing the salespeople to the training center. There are several ways to do this:

1. Holding breakfast meetings to which dealers and clerks are invited, usually sponsored by the manufacturer, trade association, or by the manufacturer in cooperation with the local chamber of commerce.
2. Arranging "after hours" discussion groups, set up and conducted by some member of the promotion department for salespeople employed by local dealers who wish to participate. Attendance should be entirely voluntary to avoid conflict with Wages and Hours Act.
3. A specially fitted trailer, capable of seating from 10 to 20 salespeople, equipped for visual training. Trailers can be parked near a dealer's store so store personnel may attend in small groups at convenient hours.
4. Correspondence course, sometimes undertaken in connection with an extension university. Cost is partly paid by salesperson. Usually this is refunded when the course is completed and the student meets passing requirements.
5. Training film, either a movie or a talking strip film, which can be shown by territorial salesmen at informal store meetings. Suitable "take home" booklets tied into the film are used.
6. Manuals, with charts, suitable for store discussion groups, planned for use at store training programs conducted by store officials. This type of program favored over others by most dealers.
7. "Self-help" literature mailed direct by manufacturer to the salesperson's home periodically. These may be letters, bulletins, booklets, or a house organ.

The form which the training program should take depends upon: (1) What a company can afford to spend; (2) the type of training to be done; (3) the intellectual level of the dealer and his salespeople; (4) facilities available; and, (5) the competitive situation. If your competitor is conducting a training program, and sells through the same channels you do, you would want to use a different approach than you would if you were the only company in the field offering sales training to distributors.

Westinghouse Sales Audition Program: A novel idea for conducting a sales program was devised by Westinghouse. During a 4-month period the company had 6,000 retail salesmen make recordings of their sales talks. This gave each salesman or saleswoman a chance to hear his or her own voice in a sales presentation as it sounds to others. These records were then played at meetings of the salesmen conducted by the sales application supervisors. The voices heard were identified by number only,

and after the records were played the men joined in group discussions regarding the good and bad points of each. After a few weeks' time in which they were supposed to study ways and means to improve their sales presentations, the salesmen were given another opportunity to make a recording. The second recordings showed a remarkable improvement in both organization of presentation and delivery. At a second meeting the men voted on the best records. Two $1,000 prizes were awarded to the two best talkers and smaller cash prizes were awarded according to district.

The purpose of the contest was to clarify sales principles involved in the retail sales of electrical appliances and to organize sales presentations in agreement with a formula set up by the company. The result was that all the salesmen taking part showed improvement in their sales talks after making these recordings.

What the Course Should Cover: Most sales training executives agree on two things: (1) More emphasis should be placed on the human relations side of retail salesmanship and less attention given to selling the product. (2) If all a sales training program accomplishes is to make retail salespeople realize their importance in distribution, and awakens them to their opportunities, the effort is worth while.

Even though the subject is a bit shopworn, every sales promotional activity aimed at increasing point-of-sale efficiency must directly and indirectly aim to make the retail salesperson courtesy-conscious. This is still a major weakness in retail selling, although it is a condition which has shown improvement since the end of the boom. The best test of the efficiency of a salesperson is what customers say about her when they go home. Nearly every woman, when she goes home from a shopping tour, tells the story of her adventures to her family. She goes home with a story of success or frustration, of courtesy or the lack of it. She has a tale of pleasant or unpleasant people.

She may say: "I'll never go to Blank's store again. One of the girls snapped my head off when I couldn't make up my mind."

Or she may say: "I did enjoy myself today when I was shopping at Smith's. Such a nice girl waited on me. I'll go to her again. She had a long search to get me just exactly what I wanted."

If the training helps more dealers and their salespeople to be "liked," much has been accomplished.

Then there is the job of making salespeople, who do not always have a natural aptitude for selling, appreciate and understand

Hotpoint Appliance Salesmanship

Section Three—The Water Heater

1. There are five basic advantages to which you can refer when selling the need for automatic electric water heating. Following are a number of appeals you will use when gaining Buying Decision One, the Need Indicate, by checking, the advantage you would be stressing with each of the appeals listed:

	Convenient	Healthful	Safe	Clean	Modern
a. Many families have electric water heaters in their kitchens, matching other major kitchen equipment.	___	___	___	___	___
b. You don't need to worry about whether you turned it off, when you're away from home	___	___	___	___	___
c. On wash days, you'll have plenty of hot water.	___	___	___	___	___
d. Hot water helps kill or flush away harmful bacteria on dishes and silverware.	___	___	___	___	___
e. With electric water heating, there's no waiting for water for a shower or bath	___	___	___	___	___
f. With electric water heating there is no flame to consume oxygen, give off fumes, and cause headaches.	___	___	___	___	___
g. There is no flame, no smoke, no soot	___	___	___	___	___
h The automatic electric water heater is the only type which has the approval of the Fire Underwriters' Laboratories.	___	___	___	___	___

2. Check the correct statement in the following.
   The Hotpoint water heater Thermosnap gives you a range of water temperatures as follows:

   ____ 100 to 200 degrees

   ____ 110 to 180 degrees

   ____ 120 to 150 degrees

   ____ 120 to 190 degrees

One of the pioneers in sales training, Hotpoint, has found it important to keep training simple. In this example, the salesman was expected to classify the important advantages of a Hotpoint product according to its place in the sales presentation. The effect was to make salesmen THINK about the product's advantages in terms of buying motives.

that customers are people, and people buy for certain reasons. They should be taught to recognize these buying motives and use them in making sales. There are two classes of buying motives: (1) Emotional, and (2) rational. These are listed by Professor Copeland as follows:

1. EMOTIONAL BUYING MOTIVES:
   - Distinctiveness.
   - Emulation.
   - Economical emulation.
   - Pride of personal appearance.
   - Pride in appearance of property.
   - Social achievement.
   - Proficiency.
   - Expression of artistic taste.
   - Happy selection of gifts.
   - Ambition.
   - Romantic instinct.
   - Maintaining and preserving health.
   - Cleanliness.
   - Proper care of children.
   - Satisfaction of the appetite.
   - Pleasing the sense of taste.
   - Securing personal comfort.
   - Alleviation of laborious tasks.
   - Security from danger.
   - Pleasure of recreation.
   - Entertainment.
   - Obtaining opportunity for greater leisure.
2. RATIONAL BUYING MOTIVES:
   - Handiness.
   - Efficiency in operation or use.
   - Dependability in use.
   - Dependability in quality.
   - Reliability of auxiliary service.
   - Durability.
   - Enhancement of earnings.
   - Enhancing productivity of property.
   - Economy in use.
   - Economy in purchase.

The importance of helping the customer to buy, rather than trying to sell what you want him to buy, should be stressed. The use of suggestion and acquiring a professional attitude toward the work are likewise important to a salesperson's success. Other factors which should be covered in the course are:

1. Interest in work.
2. Alertness.
3. Speed.
4. Accuracy.
5. Knowledge.
6. Intelligence.
7. Tact.
8. Patience.
9. Adaptability.
10. Enthusiasm.
11. Memory.
12. Forcefulness.
13. Self-confidence.
14. Initiative.
15. Dependability.
16. Personal appearance.
17. Productivity.
18. Ambition.
19. Professional attitude.
20. Industry.

It should be borne in mind that to appeal to a salesperson the training should be designed to make him or her a better all-round salesman—not alone of products you sell. Training programs which employ films to show the talking points of a specific product have their place, but should be incidental to the main coaching effort. In addition to teaching salesmen how to sell, the program should teach them how to be better cooperators; the

THE STANDARD APPROACH

FIRST PROPOSITION - The Introduction:

"Mr. (Power to Authorize), my name is ______. I represent the Accounting Machine Division of Underwood Elliott Fisher Company AND I believe we can save you time and money by applying our machines to your office records."

FIRST ATTITUDE:

The prospect may remain silent, or merely say, "Yes, Yes," or its equivalent.

SECOND PROPOSITION - To Force a Comment:

"I have taken it for granted that you will be interested in our machines because you are now using other up-to-date office appliances."

SECOND ATTITUDE:

The prospect may ask a question or make a statement that does not define his position.

Seven examples of this Attitude with answers, appearing on the next page, point out that the prospect should be held to your standard line of reasoning.

THIRD ATTITUDE:

The prospect may define his position through an unfavorable comment.

THIRD PROPOSITION - To Answer Unfavorable Comments:

"That may be so, Sir, but the only reason you are not now using Underwood Elliott Fisher Machines is because no one has ever convinced you that it is to your best advantage to do so. Isn't that a fact?"

FOURTH ATTITUDE:

The prospect may define his position through a favorable comment.

FOURTH PROPOSITION - To Arouse Interest:

"Mr. (Power to Authorize), there are thousands of concerns, both large and small, in many lines of business, whose executives are enthusiastic over the results they are now securing with Underwood Elliott Fisher Machines. Now, if so many concerns (some of which are in your own line of business) are getting such highly satisfactory results, it certainly is worth your while to investigate our proposition, is it not?"

FIFTH PROPOSITION - To Obtain Permission to Survey:

"I would like to have your permission, Mr. (Power to Authorize), to learn how you are handling your office records so that I may determine how our machines may be applied to your work as you are now doing it. Then if I cannot prove to your ENTIRE satisfaction that it would be to your material advantage to adopt Underwood Elliott Fisher machines, I certainly will not expect you to consider our equipment. This is a fair proposition, is it not?"

SIXTH PROPOSITION - To Obtain Commitment to Buy:

"Then, Mr. (Power to Authorize), if, after a careful study of your requirements, I can prove to your ENTIRE satisfaction that the results I can give you with our Accounting Machines will warrant the investment, you certainly will purchase our equipment, will you not?"

Or

"Then, Mr. (Power to Authorize), if, after a careful study of your requirements, I can prove to your ENTIRE satisfaction that the results from the installation of our machines will exceed the results obtainable from any others, you will purchase OUR equipment, will you not?"

SEVENTH PROPOSITION - To Maintain Contact:

"Mr. (Power to Authorize), after obtaining the necessary information, I will go back to my office to consider the matter. I will be ready to report back to you (Monday). At what time (Monday) can I see you, Sir?"

A detailed instruction sheet used in training an Underwood Corporation salesman to sell accounting machines. The salesman is first coached in the principles to be used in approaching a prospect, and then given a word-by-word sales talk to meet different situations. The salesman is not expected to memorize the sales talk but the technique will help him to apply the principles in actual selling.

importance of public relations; the principles of store management; and those functions which have to do with business success.

One of the mistakes made by those who have had little personal experience in working with retail salespeople is to think that these folks will read through page after page of type. They are human, and, being human, they like to look at pictures. Sales training manuals today recognize that fact, and *are picture books of selling.*

Use of Standard Training Material: Smaller companies, unable to spend large sums for training dealers' salespeople, can do an effective job at a very low cost by coaching their own salesmen to form training groups, and equipping them with sound-slide-films, meeting guides, and instruction books. The aim is to get the salespeople of their customers to attend "sales clinics" at a local hotel or auditorium, usually after working hours.

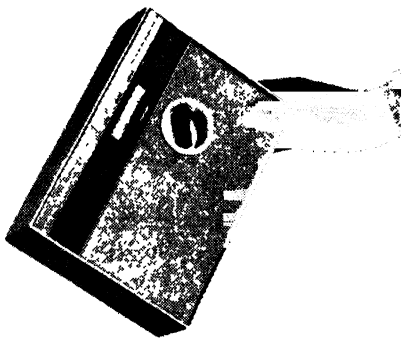
A Chicago manufacturer of laundry supplies, for example, used the Dartnell sales training slidefilms and supplementary material that way. Each salesman was equipped with a portable projector and a series of six training films, with necessary guides and booklets. These were prepared by Richard C. Borden of Borden and Busse fame.

The salesman would suggest that the laundry owner hold a sales clinic at a central meeting place some evening. The route salesmen were invited to attend. After showing the film, which required about 30 minutes, another 30 minutes was used by the salesman to explain how the principles shown in the film could be applied to the laundry business.

The National Candy Wholesalers' Association conducts formal training courses for candy salesmen in cooperation with local schools in 86 cities. The association prepared 10 standard manuals for use by these student salesmen, and an outline of the training course for instructors. The association also issues a sales managers' guide outlining 45 meetings sales managers for candy wholesalers can conduct to teach "Balanced Selling." This is useful in planning meetings.

Another trade association which has been active in preparing standard training materials for its members is the National Retail Dry Goods Association. Included in this program of clerk education are:

Sales promotional activities by trade associations are steadily expanding as the realization grows that pooling funds for this purpose is good business. While there are definite advantages accruing to the individual manufacturer who sponsors a training program for his dealers and their clerks, it is really a job which properly concerns the entire industry. What helps the industry helps all those who are engaged in it—manufacturers, wholesalers, retailers, and the sales personnel of each group.

Designed for self-instruction, this Audio Notebook is capable of storing five and one-half hours of recording and playback with dial selector up to 22 15-minute channels. It can also accommodate up to 10 listening devices for group instruction.

Courtesy Electronic Futures, Inc.

"Making People Want to Trade with You": The National Cash Register Company allocates a considerable amount of its sales promotional appropriation to help merchants train their salespeople. Even back when John H. Patterson was at the helm, N.C.R. operated on the principle that anything it did to help users of its registers to build up their businesses would help them need and buy more cash registers. Recognizing that in the eyes of the customer the clerk is the store, N.C.R. merchants' service has consistently sought to keep dealers and their sales personnel customer-relations-conscious. A series of booklets on retail selling is one of the many N.C.R. publications. Another booklet deals with what a store and its salespeople can do to give the store a good personality. It includes:

1. Friendliness.
2. Prompt attention to all customers.
3. Greeting customers by name.
4. Recognizing and greeting waiting customers.
5. Giving accurate directions to customers.
6. Suggesting related items.
7. Enthusiastic salesmanship.
8. Courtesy to "hard to please" customers.

Two scenes from the Dartnell sales-training film, "The Power of Enthusiasm," starring Hugh Beaumont. The film demonstrates how salesmen can develop a sincere enthusiasm based on product knowledge.

9. Keeping every promise.
10. Telling the truth.
11. Knowledge about merchandise.
12. No betrayal of personal feelings or worries.
13. Prompt and cheerful adjustments.

N.C.R. manuals of good retailing practices likewise cover some of the things which customers do not like about a store and its sales personnel. They include:

1. Limited assortments of merchandise.
2. Too much pressure to buy.
3. Indifferent attitude of salespeople.
4. Prices out of line with values.
5. Long waits for service, change, or parcels.
6. Carelessly wrapped parcels.
7. Being told they are hard to fit or please.
8. Unnecessary handling of food or candy.
9. Overheated, poorly ventilated stores.
10. Poorly lighted stores.
11. Idlers inside or outside of the store.

Sherwin-Williams Store Managers' Manual: Broadening the base of distribution by helping dealers to do a better selling job has two phases: (1) Training the sales personnel, and (2) training the dealer and his sales manager (if the operation is large enough) to train others. One company which has pioneered along these lines is the Sherwin-Williams Company, Cleveland paint manufacturer. For training the store personnel Sherwin-Williams program utilizes the pamphlets developed by the National Cash Register Company and the Ohio Bell Telephone Company, but these are geared into an over-all training program by the trainee manual for store operators. To encourage store discussion groups—one of the best methods of adult training—the Sherwin-Williams managers' manual includes questions, based on the supplementary material provided, which can be used to advantage. Here are a few typical questions:

QUESTION No. 1:

What obligation does a salesman owe to his customer?

Answer: Dependable service, helpful information, courtesy, and above all a genuine interest in the customer's problem, and sincere appreciation for his or her patronage.

QUESTION No. 2:

What obligation does every S-W salesman owe to his company?

YOUR APPROACH

The purpose of the sales approach is to help put the customer in a buying mood.

You want him to have an open mind, receptive to your suggestions.

The three basic elements to a good approach in the selling of shoes are FRIENDLINESS, ATMOSPHERE, and RELAXATION.

FRIENDLINESS depends on the manager or floor man who first greets the prospect then the salesman's personality takes the responsibility A friendly sincere attitude toward the prospect is absolutely essential to successful selling.

2. ATMOSPHERE depends upon the store and the store's policies, as well as your ability to lead the prospect where his line of vision will stimulate him into a buying mood.

3. RELAXATION of your prospect is the final touch which opens his mind and makes him receptive to the demonstration. Place him in a comfortable chair -- take one shoe off at once, and let him stretch his toes and relax the foot. Remember COMFOPT is his first subconscious consideration.

Having successfully handled the APPROACH, you are now ready to do a sales job on the DEMONSTRATION, your knowledge of the product and adapting it to the needs of the prospect should now be brought into play.

A careful study of the following pages will help you handle the demonstration.

THE JOHNSTON & MURPHY SHOE THE STANDARD OF PERFECTION

Page from a training manual for retail shoe clerks developed by Johnston & Murphy. The aim is to teach store people how to deal with customers.

Answer: Loyalty, integrity, dependability, capability, intelligent work, and results.

QUESTION No. 3:

Are you familiar with, and do you conscientiously follow, the S-W Code of Principles in your everyday selling contacts?

Answer: The Sherwin-Williams Code of Principles is a workable code of good business practices and as such should be followed in everyday selling contacts.

QUESTION No. 4:

What temptation must a salesman successfully deal with regarding customers' demands?

Answer: Temptation to cut price to meet a competitive price rather than talk quality; also unreasonable demands for "hot shot" deliveries. Also the practice of buying business by giving brushes, scrapers, etc., to painters. An inclination to agree with a customer to the disadvantage of the company instead of selling the merits of our policies and products.

QUESTION No. 5:

What is the salesman's duty to the customer when selling paint, varnish, enamel, or lacquer to the amateur?

Answer: To be helpful and suggestive, to show him the right products to use and why and how to use them. Never overestimate the qualities of the products and be patient and tactful in answering what are sometimes ridiculous questions. Be truthful always.

QUESTION No. 6:

What effect (good or bad) does "overloading" any customer have?

Answer: Destroys the good will and confidence placed in the store and salesman by the customer.

QUESTION No. 7:

Do you realize the importance of companion sales? What plans do you use in making them?

Answer: Yes. If you have gained the confidence of a customer, companion sales are easiest made through suggesting helpful ways to obtain the most satisfactory finish.

Distributing Training Materials: The easy, but not always effective, way of getting training literature into the hands of store personnel is to ship it in bulk to the store owner or, in the case of a large retail operation, to the executive responsible for personnel, and let him distribute it to clerks. An attractive portfolio, into which samples of the material are tipped, is prepared and sent to the dealer by mail, or handed to him by the company's salesman. From this portfolio the dealer requisitions what materials he needs to undertake the training, including the loan of the strip film, charts, and returnable material. But that plan has a weakness. The mere fact that the store operator asks for the

training material does not mean he will use it *properly*. As a matter of fact, a good percentage of it may never be used at all.

So the trend is to relieve the store owner and his executives of as much detail connected with carrying out the program as possible. If the training lends itself to home study, an effort is made to secure the dealer's cooperation and get the names of his salespeople wishing to receive the literature *at home*. This adds to the expense of the promotion, but it pays. Some dealers object to giving out the names and home addresses of their employees, but most of them will cooperate if they are "sold" on the cash register benefits of the plan.

What to Leave Out of Training Literature: An examination of sales training material used by manufacturers shows over-emphasis on the theory of salesmanship, and not enough on business management. Some training courses create the impression that there are a lot of rules to salesmanship, and unless these rules are faithfully followed best results cannot be obtained. This is not true, because some of the most successful retail salesmen are just friendly, helpful, likable people who are first of all good businessmen.

An effective training program should strive to make every retail salesperson a good merchant and a good businessman, without confusing him with a lot of theories. The ideal employee in any well-managed and successful business is the one who most nearly duplicates the qualities of his employer—or, to quote a familiar expression, is "the lengthened shadow of his boss."

Group Training by the Retailer: One of the best jobs of training retail salespeople, by enlisting the cooperation of the dealer himself, is being done by the Armstrong Cork Company, maker of floor coverings. This national advertiser has prepared an effective series of sales training helps for the dealer, and Armstrong salesmen are carefully coached in selling dealers on the importance of continuous training of clerks.

Dealers are encouraged to put one capable clerk in charge of floor coverings, and then to make that salesperson a sales promotion manager for that section. He is held responsible for coaching the other clerks. This is done by personal discussion and group discussion at convenient times. Group training can be made doubly effective if the manufacturer will furnish his salesmen with suitable manuals or charts, which can be left with the dealer and which he in turn can turn over to the salesperson responsible for the promotion of the product within the store.

"Sales Point" tags attached to the product, notebooks which the salesmen can distribute to the clerks in which main sales points are printed, printing the selling points about a product on the back of counter displays, on the inside of boxes, etc., are recommended as methods for helping to educate retail salespeople on doing a better selling job.

Importance of Telephone Selling: Many training courses fall short of the mark because they overlook one tremendously im-

EVERHOT ● MODEL 900
ELECTRIC ROASTER OVEN

for all kinds of modern cooking

Precision manufacture and assembly, from the highest grade materials Body of extra heavy gauge steel, insulated with Fiberglas glass wool.

Cover of 14-gauge aluminum alloy.

Knobs and handles of plastics

Exterior finish is baked on enamel Interior finish acid-resisting porcelain enamel.

Equipped with drum type heating elements on all vertical sides and bottom. Electrical system conforms to highest standards.

Complete with lift rack, cord and cook book.

Utensil sets are optional equipment.

Listed by Underwriters Laboratories, Inc

KEEP THIS CARD

This appliance was carefully inspected and should give trouble free performance if used as directed It is guaranteed (except cord) against defects in manufacture for a period of one year from date of purchase If service is claimed during the guarantee period this card should accompany the appliance

CAUTION. Do not dip body in water.

Purchased from

Date

Manufactured by
THE SWARTZBAUGH MFG. CO.
Toledo 6, Ohio — Established 1884

PRICE ____________

Everhot
ROASTER-OVEN

- Cooks a balanced meal for up to ten persons in one operation.
- Superb roasting—browns beautifully.
- Superior results in baking of all kinds.
- Ideal for simmering up to 18 qts. of soup, chili or stew.
- Saves shrinkage of meats, retains full flavors and food values.
- Saves hours of time, much work and uses current economically.

MANY EXCLUSIVE FEATURES

TURN-A-KNOB COVER LIFTER—opens, closes and locks cover. One hand control, both ways, all the way.

SELF-ADJUSTING VENTILATOR—preheats, browns and cooks without need for extra setting.

OBSERVATION WINDOW—of ovenproof glass, placed to minimize clouding.

ALUMINUM ALLOY COVER—self basting Will not turn black in use. Extra heat reflecting properties. Note extra heavy gauge.

EXTRA DEEP COOKING WELL for better cooking results.

TIME AND TEMPERATURE CHART on roller of control panel.

AUTOMATIC THERMOSTAT controls heat—saves current.

A retail clerk who reads informative tags like these placed on products will be prepared to give a more complete demonstration.

The use of live models for promotion photos is favored by many companies, as in this Sessions Clock promotion photo. The caption tells the story of the "Love-Alarm," which can be tucked under the pillow and awakens one person without disturbing the other.

portant method for increasing sales: The proper use of the telephone.

Chevrolet dealers have long been encouraged to make better use of the telephone, and special bulletins on how to use the telephone have been prepared and furnished for distribution to salespeople.

The American Telephone and Telegraph Company makes available a number of motion pictures (16mm. sound) and sound-slidefilms for showing salespeople, and others who contact the public by telephone, how to win friends by developing a more effective telephone personality. These films can be obtained without charge from local affiliates of the Bell System.

Chapter 27

SAMPLING AND COUPON PROMOTIONS

JACK FOX of Plymouth, Florida, developed a process for reducing orange juice to a concentrate which, when diluted with water, became a reasonable facsimile of the fresh product. It could be canned, shipped, and retailed as a frozen food cheaper than whole oranges. But the public had tried powdered orange juice, and didn't fall in line to buy Minute Maid concentrated juice. In 1947 the Vacuum Foods Corporation finished the year $371,000 in the red. It was quite evident that the theory, "if you build a better mousetrap the whole world would make a path to your door," didn't apply in this case.

So Jack Fox loaded the back of his car with concentrate and went from door to door in Hingham, Massachusetts, giving a can to each housewife and begging her to try it. Hingham grocers were subsequently deluged with orders. Fox was convinced that the company would succeed if it could hold on long enough.

John Hay (Jock) Whitney and partners, looking for new products to finance, decided to give this orange concentrate a whirl. They brought in merchandising experts, put demonstrators in stores, mailed hundreds of thousands of cards good for a can of Minute Maid when presented to grocers. In July 1948 sales began to skyrocket. By August it became necessary to ration supplies to dealers.

One day Whitney played golf with Bing Crosby and gave him a sample drink. Bing bought into the company. His programs plugging Minute Maid were heard five mornings a week in certain key cities. Sales jumped to 1,700,000 cans a week.

Sampling, in spite of its cost, is still an economical way to promote the sale of products which depend upon the sense of taste (or smell in the case of perfumes) for their sales appeal.

The success of most advertised breakfast cereals, for example, was based upon systematic door-to-door sampling. The large tobacco companies still spend lavishly to sample cigarettes. They know that letting the smoker try a cigarette is the best way to convert him to its use. And they know, too, that once a smoker has formed the habit of smoking a particular brand of cigarettes it is likely to stay around a long time. When a product repeats as fast as cigarettes, a brand owner can well afford to put a good part of his sales promotional appropriation into sampling.

There is another side to sampling: It makes friends for the company as well as the product. People in all income brackets like to get something for nothing. Benson & Hedges offered to send a free sample of a new blend of cigarettes to 24,000 New Yorkers in the higher income brackets—people you might think would not be interested in free samples. However, 9,324 of those who received the invitation wrote in for the free samples—a 40 per cent return. They were sent 3 packages of the new cigarettes. They may not have been wildly enthusiastic about the blend of tobacco used in them, but they certainly felt kindly toward Benson & Hedges for the gift, and according to the company's advertising department, the results from the sampling were very satisfactory. Most of those who received the gift cigarettes continued to use them after the 3 packs were gone.

Sampling Pays Off for Girard's: When backed by a sound merchandising plan, sampling can pay its way, and return a profit to boot. This is the experience of Girard's Incorporated, San Francisco salad dressing manufacturer. Girard mails post card certificates, good for a 15-cent credit on a bottle of French dressing, to selected lists in a locality where the product has distribution. A bottle of dressing retails at 29 cents. The post cards, when presented by the housewife to her grocer, are redeemed at their face value by the manufacturer. The president of the company states that he has found this to be the most effective sales promotion he has ever used. "It stirs up the trade," he said. "Brokers cooperate and we usually get a good display in the stores which come in on the plan." In Sacramento, where Girard mailed out 25,000 of these cards, enough new business was received from grocers who wanted to be in on the promotion to pay for the cards before they were released. As a result of the sampling plan, plus the repeat qualities of the product itself, Girard's grossed nearly double its previous year's income.

Another well-known advertiser who built up his business largely by sampling is William Wrigley, Jr. When Wrigley in-

troduced "Spearmint" gum millions of sticks were mailed to telephone lists with the result that distribution was quickly completed. As a rule merchants are loath to put in a new chewing gum, since the unit of sale is small and they don't like to carry a number of different flavors on their counter. The Wrigley sampling campaign gave them little choice. People demanded Spearmint gum, and there was nothing for dealers to do but put it in stock. Another Wrigley sampling technique is to paste sample sticks of various flavored chewing gums on cards, mailing these cards in envelopes to people in a locality where sales are lagging. It seldom fails to stir up business.

Best Methods of Sampling a Product: Sampling presents three distinct problems. First, there is the mechanical problem of getting the product into the hands of potential future buyers. Second, there is the problem of creating acceptance so that the sample will accomplish its promotional mission. Third, there is the problem of following through to make sure any sales value the sample might have had will be fully capitalized. This last point is important and is too often overlooked. There is a tendency on the part of manufacturers to feel that their product is so good all they need to do is to get it into the hands of a potential user, and let nature take its course. Unfortunately, people have short memories. They are also procrastinators. They may think very highly of your sample, and fully intend to order a supply some time, but they forget. A thoroughgoing sampling campaign not only gets the sample into the hands of qualified purchasers effectively and economically, but there is usually a provision to follow up the sample for an order.

There are many ways to sample a product to consumers, but most of them fall into the following classifications, listed in the order of their promotional importance:

1. Cooking schools and educational demonstrations which feature specific products, such as those conducted by public service companies.

2. Church, parent-teachers, and other social gatherings where samples are provided by manufacturers for use or distribution at the affair.

3. State and county fairs where the company has space from which to distribute samples and discuss the product's merits with persons attending. Trade shows also fall into this category.

4. Displays in dealers' stores, with a clerk assigned to distribute samples to *interested* persons. If the service is made available to all stores on an equal basis the demonstrator's salary may be paid by the manufacturer. (See Chapter 21—"Store and Home Demonstrations.")

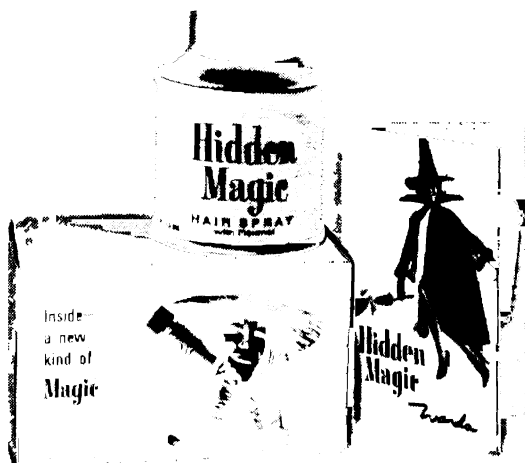
5. Coupons, good for free samples or part payment for a full package, mailed to dealers' customers or widespread lists of people in a community.
6. Direct by mail sampling of either a full-size package or a miniature-size package, with specific instructions as to where additional supplies may be obtained, if the recipient likes the sample.
7. Display ads in magazines, newspapers, farm papers, spot radio broadcasts, etc. Samples offered free or for a nominal sum to help defray postage and mailing expense, or coupons which may be exchanged for product at dealer's store.
8. House-to-house sampling by salaried crews or by contract with distributing companies. Passing out samples to pedestrians in front of dealers' stores comes in this category, too.
9. Restaurants and other vendors in a position to sample the product, as, for example, miniature packages of cigarettes, mixed drinks, honey, etc.
10. Service clubs and organizations which conduct sample nights or make up Christmas bags of samples for members.

Another effective method of sampling certain products is to require salesmen to "talk the product up" to their friends and acquaintances. Salesmen are furnished a supply of samples to distribute in that way. This scheme is used by cigarette manufacturers, especially in country territory. Some companies use stockholders, sending each stockholder two samples, one for his own use and one to hand to a friend whom he thinks might become a permanent user.

Hormel Girls' Caravan: Smartly uniformed salesgirls have been used to promote the sale of "Spam" and other canned meat products by George A. Hormel & Co. A typical campaign was described by a Hormel executive as follows:

"During a typical week the girls called on dealers for orders, held rehearsals for their weekly radio broadcast and stage revue, traveled another day on their cross-country journey, and were hostesses and performers at a two-hour 'Dealer Party' staged for food retailers.

"Starting in California, they staged parades, did house-to-house sampling, and created their original radio show. Their radio program, 'Music with the Hormel Girls,' was heard over 126 CBS network stations each week. The group included an orchestra, chorus, vocalists, dancers, and comediennes.

"The Hormel girls traveled continually, crossed the country three times, and appeared in most of the major towns in the nation. Operation of the show required a fleet of 39 spotless white

Millions of samples of "Hidden Magic" hair spray went through the mails to introduce the new Procter & Gamble product. The gift was from "Wanda the Witch," a new image for the product

cars, which the girls themselves drove; 7 trucks to carry costumes, instruments, music, and equipment; the cooperation of Hormel district men in each territory visited; and an advance crew for arrangements and publicity. This is now all past history, but it shows what can be done in the way of spectaculars to promote sales."

How Much for Sampling? Companies selling a consumer product in fields where sampling is feasible should allocate a carefully determined portion of their total annual sales promotional appropriation for that purpose. Like any other form of advertising, sampling is most effective when done systematically, and according to a long-range plan. While it may be, and often is, used as a "shot in the arm" to pull up sales in a sluggish territory, that sort of sampling is expensive and usually not too satisfactory.

Sampling is most widely used by manufacturers of branded cigarettes and cleaning products It is used to a varying extent in marketing food specialties, and to some extent in the toilet goods field. Some new companies spend as much as 50 per cent of their total sales promotional appropriation for sampling, tapering off the percentage as distribution is secured Generally, however, not

over 5 per cent of the total appropriation is spent for sampling, store demonstrations excluded.

The amount to be spent depends a great deal on the repeat qualities of the product, on the profit margin, and above all on what it is worth to the company to "create" a consumer of its product. This, of course, can only be determined by pretesting the plan in a typical sales territory. But even with careful tests, a certain amount of good will must be credited to any sampling effort, for it is seldom that a large-scale sampling operation pays off on its face. Sampling tends to "stir up business" in unexpected places. The value of word-of-mouth advertising is incalculable.

The amount of the appropriation depends also upon the nature of the sampling necessary to do the job. For example, it is the policy, following long experience, of the American Tobacco Company to mail important persons a carton of six full-size packages of Lucky Strike cigarettes. These are sent more as a gift than as a sample. No "sales talk" accompanies the cigarettes. The only clue as to who sent them is an engraved business card of Richard Joseph Boylan, vice president. The recipient assumes the carton to be a gift from Mr. Boylan, whom he may or may not know personally. In any event he feels very kindly toward the American Tobacco Company for thinking of him and usually acknowledges the cigarettes. All of which serves to impress the brand on his mind. There is a reasonably good chance, if he is a cigarette smoker, of his forming the habit of smoking Lucky Strikes after having smoked the six packages. If he is not a cigarette smoker he is reasonably sure to pass the carton along to a friend, with a comment to the effect that the vice president of the American Tobacco Company sent him the carton of Luckies to try. Obviously it takes a larger appropriation to do that kind of a sampling job than where sample packets of six cigarettes are placed at tables in swanky restaurants. More people can be sampled for the same expenditure by using the sample size packet, but there is a question as to the relative effectiveness saleswise of the two methods.

METHODS OF SAMPLING

Advertising agencies usually oppose sampling programs which tend to restrict or reduce the appropriation for display or commissionable advertising, on the grounds that it is too expensive as a medium for creating mass acceptance of a product. However,

sampling has decided benefits, from a sales standpoint, which a sales manager is quick to appreciate.

Sampling Through Small Ads: When a product has restricted appeal, as in the case of an infant food or other specialty, it is not unusual for the manufacturer to offer free samples through magazine and newspaper advertisements, or spot radio broadcasts. To make sampling of this sort pay, the product should be quickly consumed. Some manufacturers who have had experience with curiosity seekers, such as school children, conducting sample gathering campaigns, make a small charge, usually 10 cents for samples. The 10 cents helps to pay the postage and mailing cost, but the principal advantage is that the charge, small though it might be, tends to get the samples into use channels. This is especially important if the inquiries are to be used as a means of getting distribution.

In the early days of sampling through magazine ads it was the practice to play up the word "Free," on the theory that people will be more inclined to send for samples if all that they risk is a post card. Publishers, advertising agents, and even advertising managers were eager to have the advertising "pull" as many inquiries as possible. No one cared too much about the quality of the inquiries. But advertisers soon awoke to the fact that indiscriminate sampling through easy offers was costing the company a lot of money. One beauty preparations manufacturer found that less than half of the samples he was mailing out went to potential users, the others went to teenagers who might eventually become customers, but who at the moment were not in a position to purchase beauty cream. So the practice shifted, and while some companies still play up "Free" in sampling "copy," the majority prefer to emphasize the product and what it will do in their ads, confining the sample offer to a small coupon at the bottom. The strategy is to *first* sell the product, and then when the reader's interest has been aroused, to offer the free sample. These coupons, of course, are keyed so that they can be traced to the publication in which they appeared, thus serving as an indication of the pulling power of an advertising medium, if and when large space advertising is used. Some companies consider this type of sampling worth its cost for that reason alone. It provides their advertising department with a yardstick for picking media. It not only indicates the relative pulling power of various magazines which might be under consideration, but it reveals the type of media best suited to advertising the product, that is to say, whether the bulk of the ap-

propriation should be spent in magazines, newspapers, farm papers, business papers, radio, television, or what have you.

There are cases, reported in the advertising trade press, where these small 1-, 2-, and 3-inch single-column ads have not only produced enough direct business to pay the cost of space but have been the means of getting desirable distribution. For example, when Dennison Manufacturing Company introduced its diaper liners, a novelty product, the company ran 3-inch, single-column ads in a long list of women's publications. The sampling itself was profitable since the product was a fast repeater. But more important, mothers, noting from the ads the product was sold by department stores, infants shops, and drug stores, went to their local source of supply and were so insistent that the store ordered a supply rather than disappoint their customers. However, depending upon small ads to build distribution is not recommended. Larger, more impressive space, with a good "hook" in the coupon is preferred.

Coupons perform many valuable merchandising services and are applied in a variety of ways. They help to introduce new products, stimulate lagging sales, and test consumer acceptance.

Coupons in Newspaper Advertisements: This is one of the old and tried devices for forcing distribution or stepping up sales on an established product in a given locality. It has an advantage over national magazine advertising, since it enables a sales organization to move in behind the advertising and take full advantage of it, so far as getting distribution is concerned. When Yuban Coffee was first introduced, this type of sampling enabled

the company to obtain better than 80 per cent distribution in the metropolitan New York market. It has been used effectively in marketing such products as shortening, breakfast food, soaps and cleansers, toilet preparations, and cake mixes. While it calls for a considerable initial investment, if the product is a good repeater and the "deal" is attractive to the retailer, it is by far the quickest way to get intensive distribution in strategic markets. It permits concentrating sales promotional effort in cities which are known to the sales department as being receptive, and which offer the best prospects for sustained volume, *after* the sampling campaign has been terminated. (See Chapter 28—"Introducing the New Product.")

The usual procedure in conducting this type of sampling campaign is to first select a group of cities, or markets, to sample. Then, having determined the offer to be made to the consumer, prepare advertising to run in local newspapers. Usually, but not always, these advertisements carry a coupon which, when presented to a cooperating dealer, is good for a full-size sample of the product. Or the coupon and a certain amount of money entitle the holder to the product. The offer should be limited as to time, and is very often restricted in other ways, to prevent abuse. The "kick off" ads should be of good size, preferably full pages, and the amount of space can be tapered off during the last few days of the offer.

With the portfolios containing the proposed advertisements in hand, the territorial salesman or a member of the advertising department calls on the local newspaper and places a contract for the full schedule, subject to confirmation by the company's advertising agency. A letter from the publisher of the paper stating that such a contract has actually been signed is provided each salesman, so dealers will have no occasion to doubt that the advertising will be run. There have been cases when dealers were induced by fast-talking salesmen to stock up heavily on the strength of proposed advertising campaigns which failed to materialize, and some dealers have long memories. Newspapers, at least in most cities, will provide each salesman with a route list of dealers in the area, so that the trade can be covered quickly and with the least wasted effort.

The salesmen then call on each dealer, tell him about the product, and show him the proofs of the advertisements the company has contracted to run in the newspapers. On the strength of the advertising, the dealer agrees to place an initial order for delivery through the dealer's local wholesaler. When the dealer

canvass is completed, the orders secured by all salesmen working the territory are pooled, and are sorted out by the wholesalers, who are asked to buy twice the total of the orders turned over by the salesmen, so that they will have a stock to take care of reorders. The coupons, at the conclusion of the campaign, are redeemed at their full face value by the manufacturer, so that both wholesaler and dealer make their full profit on each transaction.

If there is resistance to using coupons from customers, arrangements may be made with firms which make a business of calling on dealers weekly to redeem for cash all coupons of participating companies. One such company operating on a national basis is the Clearcoup Corporation of Minneapolis. This company collects the coupons, sorts them, and bills the manufacturer direct. This service saves the merchant from loss on unredeemed coupons, saves the wholesaler from having to handle the coupons, and relieves the dealer from tying up working capital in coupons awaiting redemption.

Sampling by Radio and Television: Spot commercials have proved profitable as a sampling device. Usually these offers are localized, so that full dealer effect may be secured. Radio and TV stations have been carrying a considerable number of accounts offering samples of this, that, and the other thing, sometimes free, sometimes for a nominal amount of money, sometimes with box tops of other products made by the same company. One successful promotion of this type intended to stimulate foreign interest, was put on by a soap manufacturer who offered to send a sample bar of soap to any relative or friend in a foreign country, free, upon receipt of two wrappers from the same brand of soap.

Best results of this type of promotion are obtained when the "spot" follows a popular program which has some relation to the product to be sampled. The minute spot following a popular show, for example, at approximately 6:55 in the morning, is ideal for "plugging" a food product, since it catches a large number of listeners at their breakfast.

Door-to-Door Sampling: Sampling can be made doubly effective, when the sample is personally delivered at the door to the housewife rather than laid on the doorstep, which is what happens too often when sampling is done by sample distributing companies. When delivering at the door the canvasser makes a

brief "sales" talk, high-spotting the distinctive qualities of the product, and leaving a piece of literature, and possibly a card with the name and address of the neighborhood dealer.

To undertake that type of introductory work, a company needs to set up a full-scale sampling operation on a 3-year plan. A crew of canvassers should be hired and trained. A crew manager, whose job it is to supervise the canvassing and also contact the dealers in the territory so they will know about the work, is necessary. If the samples are bulky it may be necessary to furnish each crew with a light truck as an operation headquarters. The sampling should tie in with the over-all sales plan, and the crew should be routed so as to get the full benefit of weather conditions. Operations are usually scheduled for the Southern part of the country in the winter months, and in the North during the summer, avoiding so far as possible rainy and other seasons which might slow down operations. Effective sampling requires favorable weather.

A system of daily reports is usually required from each crew manager, showing areas which were sampled, how many samples were distributed, and giving the result of calls upon dealers. Some companies go so far as to "spot check" sampled localities by mail to make sure samples were actually left at homes, and to get the housewives' reaction to the product. This tends to keep the canvassers on their toes.

In the case of a food product, for instance a new shortening, it is sometimes effective to explain to the person who comes to the door that the company is distributing samples of the product in order to give housewives in that particular community an opportunity to test it and give the company their opinion of it. The information sought is listed on the self-addressed post card which the canvasser leaves. People like to be asked for their opinions. The canvasser then expresses the hope that the lady of the house will like the shortening so much that she will use it regularly in her kitchen, and hands her a leaflet listing the names and addresses of local grocers who have it in stock.

Best results from door-to-door sampling are obtained when the campaign is backed up by strong newspaper and radio advertising. This serves to assure interest in the product when the sample is received. When Post's "Krinkles," a new rice breakfast cereal, was introduced by sampling in four test markets, General Foods used newspaper space and spot radio broadcasts while the sampling was in progress to tell housewives about "Krinkles." The ads suggested that without waiting for their sample, they

should get a package from their grocer and experience its delicious flavor.

Endorsed Sampling: Some years ago a man who had won fame on the stage hit upon the idea of making a soap scented with the fragrant pines of his native New England. Not being overendowed with funds, he used to make the soap backstage as he traveled about the country, and peddle it to drug stores. But to the druggist it was just one more brand of soap to stock. "I'll put it in," the druggists would say, "if you convince me someone will ask for it after I buy it."

This suggested to Billy B. Van that, since he had a trunk full of soap and no money, he might induce the local hotel to put a free sample cake of his Pine Tree Soap in every room. That would save the hotel from having to buy soap, and it would give him something to talk about to the drug store owners. Other hotels jumped at the proposition. They liked the idea of the small-sized bars of soap, and they liked the idea of having an exclusive brand of soap for their hotel. When Billy told the local druggists about the soap being in every bathroom of the leading hotel, and painted an action picture of the hotel's guests rushing out to lay in a supply of the soap to take home, they listened attentively and usually ended up by buying enough soap to cover Billy's outlay for hotel samples. At any rate, using that sampling technique, Billy built a unique business in a few years. He was one of the pioneers of the individual bars of soap in hotels. Today the hotels have to buy their soap, but the experience illustrates the possibilities of endorsed sampling. In this case the hotel, to get the samples, endorsed the soap.

In the same way when The Waldorf-Astoria Hotel prints on its menu that samples of Oscar's famous salad dressing will be served without extra charge on request, it gets the sample onto the table under most favorable circumstances. The same is true when a sample packet of Philip Morris cigarettes is put at your place, with the compliments of the hotel. When the ladies of the church put on their annual dinner, and announce that the fried chicken which is being served is the product of Curtiss Farms, it helps a lot, and the publicity might well be worth many times the cost of the chickens supplied for the occasion. The same is true with the coffee, or any number of things that people buy to consume. No one can estimate the cash register value of the favorable opinion, and the word-of-mouth advertising, this sort of sampling creates.

Sampling by Direct Mail: There are few easier ways of sampling a product than by compiling a list of likely consumers, and mailing each one a sample, with a card stating where the product may be purchased. But it is not the best way to sample. It lacks a build-up, and it lacks a follow-through. Too much is left to chance. When the product is to be sampled by direct mail, some way of dramatizing the distribution is needed. Recipients must be made sample-conscious.

For example, the Burry Biscuit Corporation of Elizabeth, New Jersey, wanted to intensify distribution for certain products in its line which were not making the most of their sales opportunity. These were all quality products for which a demand had to be created, but having been created could be easily sustained. It was decided to do a selective sampling job, backed by local newspaper advertising. The advertising agency handling the account prepared lists of important persons in various localities, people whose food preferences were likely to influence the buying habits of the community.

The agency sent each of these people a personally typed letter stating it had been commissioned to prepare a series of advertisements for these biscuits and it was planned to have the advertisements carry the endorsements of a few leaders in the community. The letter went on to say that the agency had asked the cracker manufacturer to send the recipient of the letter three packages of biscuits—one each of three different kinds—which the company wanted to advertise. In return the agency would appreciate a brief note, telling the agency frankly what she thought about the biscuits, keeping in mind an excerpt from the letter might be included in one of the advertisements later on—*but making no promises to use the endorsement.* This is important to avoid difficulty.

The sample packages of biscuits followed on the heels of the letter from the agency. The lady of the house, eager to express her opinion of such good products, sat down and wrote the agency what she thought about them, how they compared with other biscuits on the market, and why she planned to use them regularly hereafter instead of the brand she had been using. These letters made powerful sales ammunition for the salesman working that community. If the lady overlooked writing, the agency gave her a prod just to remind her that her opinion was important. A half-dozen or so of the best letters were held out, and excerpts used in the newspaper ads to indicate local acceptance.

This approach had the effect of registering the product firmly in the minds of those to whom the samples were sent. It provided the salesmen with written evidence the product had acceptance from people of importance in the community, and it supplied the advertising agency with names and comments it was able to use in the advertising copy. Results were thus multiplied many times over, and the modest sum invested in the sampling campaign laid the foundation for better distribution.

A commonplace method of using direct mail to distribute samples is to attach a money-like certificate to the letter (the coupon carries the recipient's name and address and serves as an address when a window envelope is used), which when presented to any listed dealer entitles the holder to a free sample. The coupons are redeemed from the dealer at full cash value, and while he may balk at having to mail them to the manufacturer in the stamped envelope provided, he likes the idea of having his store listed on a promotion to every housewife in the community. It ties his store directly into the sampling. It is obvious to him that a considerable number of women who will want to get the free sample will come to his store for it, which means increased traffic and increased profits. And today, profits are profits.

This use of direct mail, where the name is typed or addressographed directly on the sample coupon, has one advantage over newspaper ad coupons—it automatically limits the number of coupons one woman can exchange for free merchandise. It is not unusual when coupons are used in newspaper ads for a smart housewife, with her eye on the dollar, to buy up several newspapers just for the coupons and have various members of the family present them to as many different stores. News vendors have been known to clip all the coupons from unsold papers, and exchange them for free samples. Some sampling plans require that each coupon be endorsed with the name and address of the person who presents it for redemption. While that precaution is not too effective, it provides a list for a follow-up letter.

Sampling Costs and Results Are Both High: The "in the mails" costs of sample mailings range anywhere from 10 or 15 cents to $10 or $15 per piece, depending on how much of the product is considered a fair sample and how elaborate a printed piece is designed as the vehicle for conveying it. One of the most expensive—and one of the most productive—sampling units is that prepared each fall and spring by the textile firm of A. D. Juilliard

Company, Inc., for mailing to a list of 1,000 department store buyers, merchandise managers and promotion directors, the stylists of designing houses, and the fashion directors and editors of leading publications. One spring mailing consisted of a simulated phonograph record album called "Juilliard Folk Tones in Regional Colors." In addition to one actual record, the album contained three record-shaped boards with 20 swatches of woolen fabrics attached to each, plus additional pages of tipped-on samples. The fall mailing, equally elaborate, was 1,000 copies of "Juilliard's Theatre of Color in Woolens for Fall." Each piece cost between $10 and $15 but results proved that they were attracting fashion executives' attention to Juilliard lines and that leading stores were making use of the promotional suggestions offered in the albums and were displaying and advertising the fabrics sampled.

Sampling is especially good strategy in the introduction of new products or in the presentation of established products to new markets and new users. Specialties and novelties, being more in the nature of institutional and good-will pieces than actual sales instruments, are useful in keeping the products sold after the initial acceptance has been won.

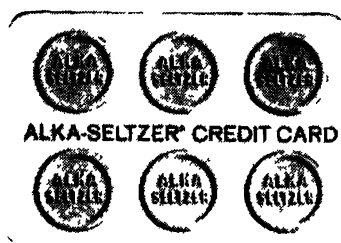
Dealer Sampling: There are times when quick distribution for a new or novel product can be secured, at a relatively small cost, by mailing full-sized samples to a select list of dealers. A company manufacturing a detergent, for example, got initial distribution in New England that way. Two free bottles of the detergent, together with a letter explaining the product and quoting the price, were sent to a select list of drug stores, grocery stores, and department stores. At the same time, drug jobbers and grocery wholesalers were notified of the availability of the new product. Ten days after sending out the two bottles, promotion was started through newspaper advertisements, which included a coupon worth 10 cents, supplemented by radio advertising three times a week on three separate broadcasting systems. For 3 weeks, the radio advertising offered a 1-ounce bottle free to those who wrote in for it. In the door-to-door campaign bottles were sold and free 1-ounce samples and literature were distributed. Finally, direct mail was used. The company felt that the newspapers did the best job of all the types of promotion methods used.

Coupons That Help Sell: The power of coupons to trigger response at the cash register, to move merchandise, and build

traffic was verified recently in a report from A. C. Nielsen, Jr., president of the Nielsen marketing research firm.

Writing in the *Journal of Marketing,* Nielsen noted that billions of coupons are distributed annually and that millions of dollars' worth of them are redeemed, often with dramatic impact on marketing programs.

"In recent years, alert manufacturers have come to appreciate that the coupon, when properly coded, can be a valuable supplement to marketing research programs," Nielsen observed. "Whether or not a coupon is redeemed or discarded, the manufacturer is learning something about his product, its price, and its appeal to the consumer."

Coupons may be classified into two major groups. In the first are the merchandising coupons, offering a free product or "cents off" when redeemed, either in the store, or by mail by the manufacturer or the food processor. This type of coupon is useful in introducing a new product or in stimulating sales of an old product. The coupons may also be valuable in market-testing or consumer analysis.

An ingenious adaptation of the credit card as a coupon was developed by Miles Laboratories. The card has six punch-out circular tabs, good for two free Alka-Seltzer tablets. The vendor is reimbursed by the company upon receipt of the tabs.

Large retail services also frequently use coupons to attract new business. A good example of this is a coupon mailing recently sent by Holiday Cleaners to the residents of a new apartment-house complex in the outskirts of Philadelphia.

This was a well-printed, two-color circular containing 24 "money off" coupons totaling $23.52, plus a free offer of a liquor glass with every $1.50 dry cleaning order.

Extra attractions were one-hour service, custom-care, guaranteed satisfaction. How could it miss?

The second type of coupon simply makes it easy for the consumer to obtain product or service information in a very convenient way. For instance, Gift Stars coupon savers in Colorado now have the choice of redeeming them for trading

stamps, gifts, or cash. Housewives can redeem each 1,500 "Gift Stars" at any grocer's for $2. Grocers are paid a 50 cent handling fee for each set. The stars can also be redeemed on a one-for-one basis for stamps in multiples of 300 at authorized trading stamp gift centers.

According to H. W. Greenough, executive vice-president of the company, the stamp firms participating in the offer are the Gold Bond Stamp Co., Affiliated Trading Co., Pioneer Savings Stamps, and Howdy Neighbor. Curtis Carlson, Gift Star's president, is also president of Gold Bond. Some of the supermarket chains participating are Safeway Stores, Associated Grocers, Red Owl Stores, Miller's Super Markets, and King Soopers.

The Gift Star plan was introduced in Colorado and now includes Texas, the Southwest, California, the Pacific Northwest, and Hawaii. The plan is expected to cover the entire nation eventually.

PART 3

WORKING WITH PEOPLE IN SALES PROMOTION

Chapter 28

INTRODUCING THE NEW PRODUCT

THE first step in the evaluation of a new or modified product should involve an exposure to unbiased consumers. Exposure can be made in a variety of ways: Through the use of juries or panels, or by house-to-house sampling.

The objective of such exposure is to obtain consumer reactions toward the proposed product after actual trial—particularly reactions after comparing the product with its strongest competition. This offers qualitative information on why the new product is acceptable—or even more important—why it is not.

If reasonable acceptance is indicated, or if any existing "bugs" can be ironed out on the basis of what was learned, sound procedure then calls for the marketing test. Otherwise, it is quite possible to learn—very expensively—that what consumers say they will do can differ quite remarkably from what they actually do later when purchasing in a free and competitive market!

In addition to measuring the performance of new products, test marketing is successfully used to determine the effectiveness of advertising-merchandising programs. Frequently such tests involve comparative appraisals of various amounts of promotion, types of media, and changes in combinations of advertising or merchandising efforts.

Test marketing is also used to measure the value of store displays, including effect of different locations within stores. It has reported accurately on promotions such as sampling and/or couponing, as well as on merchandising activities such as retail sales calls and detailing.

Changes in price, product, or type of packaging . . . all these are valid reasons for test marketing.

Steps to Successful Test Marketing: According to the A. C. Nielsen Co., these steps will serve as a guide to the basic require-

ments of test marketing—and to results which will serve to forecast "accurately" whether a product or idea merits broader investments on a sectional or national basis.

1. Decide on the primary purpose of the test. New product acceptance, promotional return, price revision, or some other basic question must be of predominant importance. The test should be designed to find an answer to a single major issue.

2. Plan ahead. Before entering the test market, develop a realistic, full-scale marketing strategy covering the entire area in which the product will eventually be advertised and sold. Set a price consistent with promotion and profitability needs.

3. Set test goals based on the over-all marketing plan. If national sales of a certain level are necessary to assure success, set goals for the test at the same level.

4. Seek the facts. Be completely objective and realistic in evaluating the performance of your product or your advertising-merchandising plan.

5. Benefit from comparative testing. Since the purpose of testing is to evolve a successful marketing program, a single test permits no comparative evaluation. Whenever possible, test several products or plans in different test markets . . . so that a selection can be made of the most profitable plan.

6. Profit from professional advice. A call or letter to a firm dealing continuously with test marketing problems will not only provide much-to-be-desired objectivity, but will also help to avoid pitfalls.

7. Select representative test areas. Proper selection from the standpoint of size, geographical location, population characteristics, etc., permits results to be more closely duplicated on a regional or national scale. The test areas should also contain promotional facilities (i.e., television, radio, etc.) of the type contemplated for broader use later.

8. Employ proper research procedures. Budget adequately to permit accurate reporting of retail sales—at the point of sale where records are available and auditing techniques can be used. Allow the sample size and design to be determined by the test problem.

9. Establish a test base. Before the test is started, determine the individual and total sales of competitive brands. This provides a base against which subsequent changes may be compared and realistically appraised.

10. Follow competitors' shares of market. Some will hold established share, some will either gain or lose. Analyze those who are successful and locate their sources of strength. Ideas for improving your own strategy may evolve.

11. Welcome exposure to competitive retaliation during the test. This is the only way to tell how the product or plan will fare when normal competitive conditions prevail. Don't attempt to test in a vacuum.

12. Examine retailer cooperation and support. Are retailers carrying all package sizes . . . providing adequate inventory . . . conforming to prescribed pricing policies, etc.?

13. Wait for repeat sales after the initial purchase. Is your share continuing upward, leveling off, or declining?
14. Coordinate advertising and promotion. Poor timing can result in loss of full dealer support.
15. Avoid over-advertising or over-promotion during the test. Don't do more in a test than you plan to do on a broader basis. This suggestion may need modification when tests are determining ultimate potential and staying power of a new product.
16. Evaluate all possible sales-influencing factors (including those of competitors) such as sales force, season, weather conditions, distribution, inventories, out-of-stock, days' supply, age of stocks, location in store, and shelf space.
17. Avoid interference with the test once it is launched. If the test involves television advertising, for example, maintain that media. "Changing horses" will inevitably confuse the test results.
18. Adjust test findings to changes which occur during the test interval. Take into consideration changes in the economy, any major change in the total market for the product, the competitive situation, retailers' reactions to the product or merchandising plan, and consumers' reactions to the product or advertising appeal.
19. Allow the test to run its course. Many tests require only six months for preliminary appraisal; others, as long as three years. Unusually strong positive or strong negative results permit earlier decisions, as do high-volume products with a fast use-up in the home—provided that full distribution can be obtained early in the test period. Low-volume products with a long home life usually require a longer interval for test results to become conclusive. Also products with low distribution usually require a longer testing period.

    Be sure to allow enough time for possible deterioration of product color or flavor, which might show up only after periods of two or three times normal shelf life. Allow also for merchandising and advertising to reach maximum effectiveness; many promotions need repeated impacts and the passage of time before they can be properly evaluated.

    Above all, be patient—and don't be pressured into "getting into the market" before sales and market shares have stabilized . . . the test is completed . . . and its results analyzed.

"Today, most of our supposed modern marketers are using the methods of 1945, so we can predict for 1975: Little change, for many.

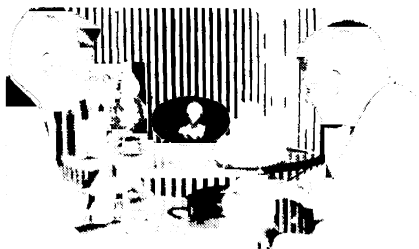
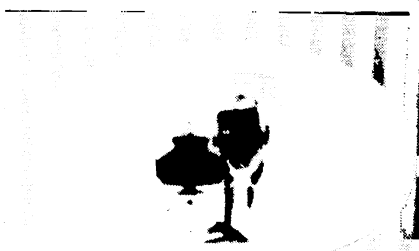
"Many companies pay lip service to the marketing concept and continue the primitive practices of an outmoded era. It makes you wonder whether or not they really understand that a marketing evolution has changed the U. S. economy."

Thus begins the outline of a new-product marketing plan by Remus Harris, vice-president and director of marketing, McManus, John & Adams, New York, and published in a copyrighted article in *Advertising Age*.

According to Mr. Harris: "Marketing is the total procedure of creating new customers efficiently. Until it is understood that an entire business enterprise is a total marketing organization . . . the concept cannot fully be implemented.

"To develop the marketing efficiency necessary even to survive in 1975, the total marketing concept must be thoroughly understood by every employee of the company. Its meaning must be communicated to all levels by top management."

Craig S. Rice, author of *How to Plan and Execute the Marketing Campaign* (Dartnell, 1966), says: "Today, marketers of thousands of secondary brands are discovering that they too can increase sales substantially with marketing campaigns. Soon, brands not given this technique may suffer competitively."

In another study, by Booz, Allen and Hamilton, Inc., internationally-known management consultant, it was disclosed that two-thirds of the 366 new products surveyed were adequately successful, 10 per cent were outright failures, and 23 per cent were doubtful. A previous study had shown that only one out of two commercialized products was successful. One of the judgments verified by the survey was that most manufacturers cannot live without new products.

Sun Glo Studios of New York recently used the Bell Systems' new Picturephone service to speed up its merchandising program with Montgomery Ward & Company, Chicago. Edward S. Lynch, Jr., vice-president of Sun Glo, and Robert J. MacGregor, sales manager, placed a see-while-you-talk phone call from New York's Picturephone center to Martha Boor, Ward buyer, in Chicago. Purpose of the visual phone call was to introduce a new Early American student lamp.

The emphasis on new products is outstanding at Bristol-Myers'. In one year, over 30 per cent, or approximately $80 million, of the company's total sales volume came from items that had been introduced nationally during the previous four years.

The existing older divisions—Products and Grove—have been increasing their new-product efforts but perhaps even more important sources of new-product diversification were the Clairol and Drackett acquisitions.

Qualifications for a New Product: It should not be assumed that appropriating money to finance a "packaged" promotion for a new product will insure its successful introduction. But if the product has the necessary basic qualifications, it has news value and interest which can profitably be capitalized. A good example of this is found in the automotive industry, where new models are made the basis for extensive, and sometimes expensive, sales promotional undertakings. But the mere fact it is new, in itself, is not the only requirement. Before spending any considerable sum on promoting a new product the following requirements should be kept in mind:

1. Stay close to your own field.
2. Be sure you have an intimate knowledge of your own market and the competitor in it.
3. Be sure that your product is preferably completely new or incorporates new features.
4. Be sure that your product can be made in commercial quantities and still preserve all its laboratory-tested qualities.
5. Consult legal and accounting counsel.
6. Never send an advertising boy out to do a man-sized job.
7. Thoroughly brief your salesmen with all scientific and advertising facts about your new product.
8. Organize a system of allocating orders based on planned production to assure the product of national distribution before advertising begins.
9. Remember point-of-sale displays and key your packaging and displays to impulse buying.

Another important factor in the success of the new product is the name it carries. A product which has a name that lends itself to sales promotion can be introduced with a smaller appropriation than one which is hard to remember and hard to pronounce. In the guide to developing and selling new products, issued by the U. S. Department of Commerce for small businessmen, the following characteristics of a good name are listed:

1. Short.
2. Simple.
3. Easy to spell.
4. Easy to read.
5. Easy to recognize.
6. Easy to remember.
7. Pleasing when read.
8. No disagreeable sound.
9. Easy to pronounce.
10. Pleasing when pronounced.
11. Cannot be pronounced in several ways.
12. Does not go out of date.
13. Adaptable to package or label.
14. Can be easily connected with trademark.
15. Available for use (not in use by another firm).
16. If to be exported, pronounceable in all languages.
17. Not offensive, obscene, or negative.
18. Not similar to some foreign word.
19. Descriptive or suggestive of product and use.

Crisco is an example of a good selection. The name is short, agreeable, easy to grasp, and sticks in the mind. Other examples of good names are: Caterpillar, Keen Kutter, Pestroy, Rinso, Duz, Sunkist, Band-Aid, Zerone, Yuban, and Lux. Names for use in Mexico should be identified by an illustration of a familiar thing like "Sun" or "Lion."

The name of the maker is perhaps the most common type of brand name for industrial goods, and it is also frequently used for consumer goods. Many manufacturers believe, too, that the names of industrial products should denote such qualities as strength, dependability, and durability. And for some industrial products it may be desirable that the name indicate what the product machine is or does; e.g., the "Premier Truck Tractor," or the "Acme Voltmeter."

To test customer acceptance of a new product, Monsanto Company's packaging division conducted a survey among food-market customers. The new product was a new "see through" plastic meat tray, designed for retail packaging of fresh meat and poultry. Of the housewives surveyed 97 per cent liked the plastic tray better than a white-pulp meat tray. Of those who preferred the plastic tray, 73 per cent cited its visibility and 24 per cent thought the meat package had a cleaner, more sanitary appearance. The introduction of the plastic meat trays marked Monsanto's entry into a market estimated at eight billion units annually.

The Package as a Factor in Promotion: The advent of the self-service store, and the tendency in merchandising toward product display, has made the design of the product, the package, or the label, as the case might be, important. Shopping goods are bought

mainly on impulse, and product appearance has a lot to do with the kind of an impulse the shopper receives when she sees it on display. If it is drab and conventional it is not likely to create a buying impulse, in fact that kind of a package does not even attract attention. A messy package is equally negative in advertising and sales promotion.

When Monsanto introduced a new "see-through" plastic tray for retail packaging of meat and poultry, it conducted a survey among housewives to determine the product's acceptance. Results justified the company's entry in a market with a total potential of eight billion package-units.

To have the most promotional influence the package, or whatever gives "appearance" to a product, should be simply designed. It should not have too many colors, since the colors may have to be reproduced in advertising and store display material. It should have billboard value, so far as the handling of the name is concerned, so that those looking for it by name on a dealer's shelf can quickly "spot" it. It should have a minimum of "bread and butter" (small type) copy. If recipes or directions for using it are necessary, the sides of the package, which do not show on the shelf, should be so used. If the product is one of a family of products made by the same company, there should be as much similarity as practical between the various packages in the line. This tends to pass on to the least known products in the family the good will and consumer acceptance which the others enjoy.

LAUNCHING THE PRODUCT THROUGH SALESMEN

Since it is usually important to get distribution for a new product quickly, so that it can be profitably mass produced, most companies depend upon salesmen to do the spade work, backing them up with national advertising and intensive sales promotion.

Sometimes the company's regular salesmen are used with the aid of special sales kits. Sometimes, if the regular salesmen are too busy or not very good at introducing a new product, special salesmen are used. A home appliance manufacturer brought out a new electric ironer. His established dealers put it on display in their stores but made no real effort to sell it. It did not carry a sufficient profit to interest them. They would rather sell washing machines, freezers, or refrigerators upon which they made far more money. But the small electrical shop, which sold electric fans, irons, and low-priced radios, jumped at the chance to sell apartment ironers. To them it was "big ticket" merchandise. So the manufacturer took the ironers away from the salesmen who called upon home appliance dealers, and organized a special sales force to introduce them to electrical stores. The plan worked fine until the appliance dealers ran into the competition and then they howled to high heaven. But the company was then in a position to tell the appliance dealers the facts of life, and get them to agree to really push the ironer if permitted to distribute it too.

Some companies hesitate to set up, what seems to them, a conflicting and overlapping sales organization. Yet that is being done more and more in marketing specialties. A good specialty salesman usually does a poor job selling a full line, and vice versa.

The Introductory Plan: The traditional method of introducing a new product which is sold through established trade channels is to use a "free deal"—that is to say, customers are given a small supply of the new product in consideration of the purchase of other products which the company sells. The Federal Trade Commission, however, objects to calling these "Free" deals, since actually the goods are not free but included in the price which the customer pays for the entire purchase. So the term "bonus goods" is commonly used. This sort of an introductory deal, however, actually amounts to cutting the price on the other products and sometimes leads a merchant to use the products as "loss leaders." Dealers, being human, are not likely to attach much value to something they get for nothing. However, it is one way to get quick distribution.

A better method than "bonus goods," is to offer an initial assortment of the new product at the regular price, but to include a "packaged" promotion, which might include store display material, newspaper mats, pass-out literature, etc. The offer, might also include an allowance for advertising in the local paper or

for spot broadcasts. Usually, however, when the product is supported by extensive national advertising that is sufficient to get dealer cooperation.

Regardless of how the new product is to be merchandised it is important that salesmen be provided with presentation portfolios which they can use to explain the plan to the customer and secure his order cooperation. Before finally deciding upon the plan to be followed, these factors should be considered:

1. Do you know the sales promotion and advertising methods used by your competitors?
2. Do you know the sales promotion practices followed by distributors in reselling your type of product?
3. Do you intend to launch immediately into advertising and sales promotion activities or would it be better to begin later?
4. Are most of your prospects already accustomed to selling (or using) products of this type, or will they have to be taught?
5. If they have to be taught, do you have a plan for teaching them?
6. What design features of your product should you stress in your advertising and promotional work?
7. What, in general, will be the basis of your advertising appeal?
8. What will comprise the basis of your opening promotional effort?
9. Have you determined how much and what type sales promotion assistance you will need to give your own salesmen to help them sell to distributors or users, or both? (For example, what market data, catalogs, drawings, samples, brief-case portfolios, educational slides, or films, or scale models could they use?)
10. What general advertising and promotional support (for example, catalogs, hand-out circulars, dealer display materials) will you give your distributors? (Adapt such support carefully to the nature of your product. For example, some small specialty items handled by industrial distributors can be mounted on counter cards for most effective dealer sales promotion.)
11. Have you planned sales and service manuals, parts lists, tables of shipping weights and measures, and the like for the use of distributors and users of your product?
12. What advertising media will you use?
    a. Magazines?
    b. Business or farm papers?
    c. Daily newspapers?
    d. Direct mail?
    e. Telephone directories?
    f. Consolidated industrial catalogs?
    g. Manufacturers' registers?
    h. Other media? List.

If the new product lends itself to sampling, either to dealers or to consumers or both, the advantages and disadvantages of

sampling plans should be carefully weighed (See Chapter 27—"Sampling and Coupon Promotions").

Sell the Plan, Not the Product: Speaking before the New York Sales Executives Club, George P. Hall, star salesman and sales manager for James Jamison Company, sales agents for a group of hosiery mills, told of the method he used to open up enough new accounts to produce $5 million of business annually. When Hall went into a town where the company wanted distribution he would contact the chamber of commerce, the newspaper publisher, or the banker and find out which merchant was doing the best merchandising job. He would get all the information he could about the merchant, and also information which gave him a line on the sales potential of the territory.

Hall then approached the merchant armed with the information he had gathered, and sought to convince the store owner he was only doing a fraction of the hosiery business he should be doing and could do with a plan he had prepared. The plan was simple. It gave the merchant exclusive retailing rights for the locality, provided he would lay in an adequate stock and agree to a continuous display of the products in his store. When the merchant objected he could not possibly sell that much hosiery in the community, Hall turned the objection into a reason for buying. He told him about merchandising plans other wide-awake merchants were using in towns of similar size, and about the sales they were making, and the money they were earning. He made him realize his sights needed lifting. In no time at all the merchant began to ask questions, and usually ended up by signing on the dotted line. "The worst thing a salesman introducing a new line to a merchant can do is to show his samples right off the bat," said Hall. "That buyer has hosiery all around him. He dreams of it at night; he gets worried that he may have overbought; and all day long a stream of salesmen are asking, 'Please look at my samples.' " Now it is a known fact that most hosiery is very much alike in appearance. One mill can turn out about the same grades as another. So why pester a buyer to look at something he is already tired of seeing.

The answer to this problem, says another hosiery salesman, is, "Talk about your mill, your company's personnel. Make the buyer feel that here is a mill he can trust. Then talk about a plan for getting a larger share of the local hosiery business, and what other stores are doing with the line. Finally, when the buyer has just about decided that other things being equal, he

wants to do business with you, let him see the samples. Then, if they come anywhere near his needs, he will buy."

These principles hold good for selling almost anything. Unless an item has absolute novelty, unless there is something about it which can be interestingly demonstrated, do not pester the buyer to look at samples until you have sold the plan. Unless the samples are sensationally better than anything else he has seen his only answer is likely to be, "So what?"

"Detailing the Trade": If the new product is to be distributed through wholesalers or mill supply houses, it is not always easy to get them to stock the product in advance of national advertising. They have heard so much about the "big" national campaigns manufacturers intend to run that it usually leaves them cold. "We will stock," they reply, "when the trade calls for it." To get over this hurdle some companies move a crew of salesmen into the territory and call on the principal merchants or dealers, soliciting orders to be shipped through a regional wholesaler. Or, depending upon the product, they may call upon garages, dentists, doctors, or even people who specify the product, such as architects. These detail men then sort out the orders they have written. The head salesman takes them to the different wholesalers. They try and usually succeed in getting the wholesaler to place a sufficiently large initial order to take care of the dealers' orders turned over to him, plus sufficient merchandise to fill repeat orders when the promotion gets under way.

These detail salesmen sometimes find it difficult to get orders in advance of introductory advertising, for the same reason salesmen calling on wholesalers get turned down. They, too, want to wait for demand, and then they will order from their wholesaler. The salesman cannot very well say the wholesaler won't be able to fill their orders. Here is how one salesman gets around that situation.

"When a merchant tells me he wants to wait for his customers to ask for my product before he places an order," this salesman said, "I dispose of the objection in this way:

"Consider the dealer for a minute. When he decided to go into business, he selected his town and maybe the location of his store. Then he waited until the 'Citizens of our fair city' petitioned him to start his 'merchandise emporium.' In other words, he waited for 'a call' from the inhabitants before he opened up. He did all this, didn't he? Well, he did not. He opened up with the belief that he would have saleable goods for them when they did

call, and if he is still awake to the game of today, he knows he must occasionally stock a new brand to keep pace with the consumer in his quest for something new. Don't you see that adding a new brand now and then without a call is the same thing in principle as opening up his store at the start without a call?

"Let's try to figure out how this dealer obtained his original stock. With his four bare walls and an empty showcase, did he wait until the folks came in and specified their choice, and then make purchases, and so at the end of 288 or 289 days have a fairly complete stock? Did he do this? I ask. Not on your life!

"All brands were new to him then and not one mite older than your brand is to him today. Your brand may be new to him, but can he say it is new and unwanted by his customers? Does he base its newness on the fact that he never had a call, and then change his views if John Smith comes in and asks for it? And with our advertising promotion work isn't he bound to 'have a call'? Does he strengthen his good will with his customers by waiting for a demand before he buys?

"Did you ever stop to think why you go to the postoffice for stamps? Funny question isn't it? But listen, you go to the postoffice for stamps because you know you can get them there! That's why, too, a lot of trade does not go to some stores for up-to-date merchandise, because they doubt if it can be purchased in the 'wait-for-a-call' store.

"Of course, this dealer will harp on being satisfied with the old brands—they suit his trade—why make a change? Is it really his love for these old brands, or his unreasonable dislike of a new one that inspires this prejudice? Don't you know that the oldest and best selling brand he now carries was at one time just as new as yours? Suppose he had always used this same argument on all the other one-time new brands! In a brief period his store would have run a race with a graveyard.

"When you get right down to it, what license has he to say that his trade is satisfied with his present brand? Might they not like a new brand better if they had a chance to compare its merits and wouldn't Mr. Consumer cuddle up a little closer to the dealer that put him next?

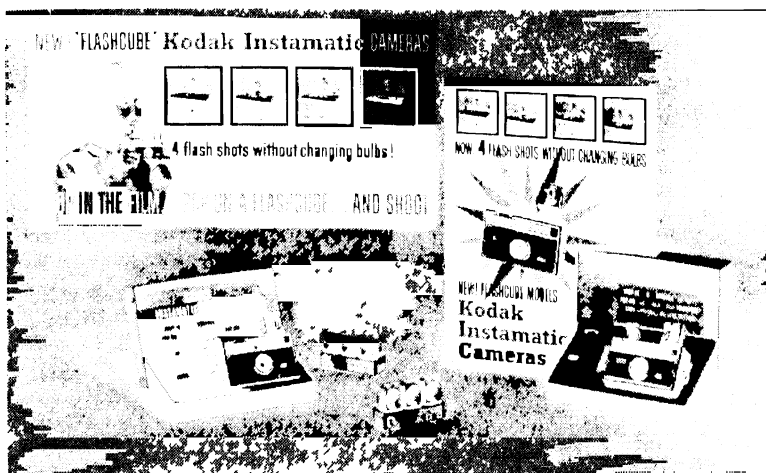
"Let me run in a little incident of my own experience. I wore a certain style of collar for years. Was apparently satisfied with it. Bought them here, there and everywhere. Had no choice of a haberdasher. One day I was purchasing my usual every-so-often

half-dozen and the polite clerk showed me a collar with a new idea pertaining to the buttonhole and asked the privilege of putting in just two of the new ones with the four old style. Say, I would never go back to that old style, and now all my haberdasher wants go to the store that 'puts in new things without waiting for a call.'

"The simile may be a little farfetched, but it seems to me that waiting for a demand before making a purchase is just like waiting for Old Man Winter to 'make a call' before stocking up the coal bins."

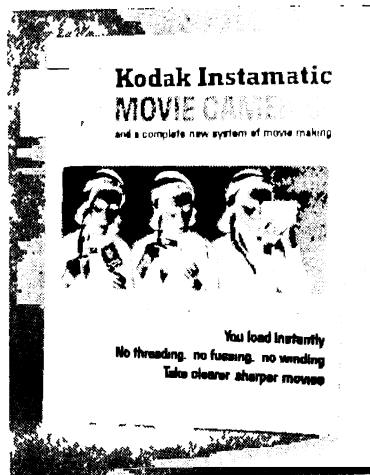
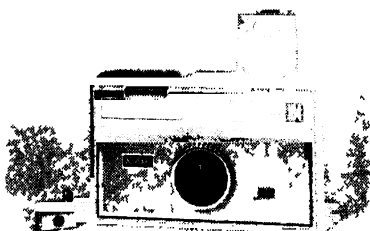
Promotions to Get Inquiries: If the new product has qualities which lend themselves to publicity getting promotions, these may be developed in such a way that they result in inquiries which salesmen can follow up. Cronite Chemical Company, for example, made good use of this technique in marketing one of the pioneer products in the detergent field, which was put on the market in competition with soap. While traditional advertising methods were used to do a basic educational job, something was needed to convince the public that a detergent could take the place of soap. So the company embarked upon a program of demonstrations, such as washing a railroad train.

The train to be cleaned was backed at a speed of 3 or 4 miles an hour through a "wash shed," sprayed with the detergent and came out shiny new. Local newspapers gave the stunt publicity and the company's salesmen helped to spread the news. In another locality the new product was put through its paces washing streets. A busy downtown street in San Francisco, with the cooperation of the San Francisco Chamber of Commerce and the Department of Public Works, was roped off and given a bath. As a result hundreds of inquiries were received by the company from persons who had some sort of a water washing job to be done. These were followed up by salesmen and turned into orders. This type of promotion is claimed to have produced a 500 per cent increase in sales for the company the second year.

When Trouble Develops: Most new products have bugs in them. When these begin to show up there is an opportunity for the sales promotion department to communicate with customers so as to minimize the difficulty and, if possible, turn it to sales advantage. After all, it becomes a sales problem, and is no longer a production problem after the difficulty has been corrected, so long as the imperfect goods remain in the hands of customers Such situations call for skillful and prompt action.

When new products are announced, the Eastman Kodak Company provides complete merchandising kits for its retailer outlets. Shown here are typical display pieces contained in the Kodak kits for dealers:

TOP: *Promotion package for the Instamatic flashcube camera includes a die-cut display card which accepts an actual camera for a three-dimensional effect, and a window streamer about the new camera's best features.*

CENTER: *For use in dealers' windows, Kodak supplied this giant plastic replica of the Instamatic, nearly five times the size of the new camera. A flashing cube turns to simulate actual operation. Unit measured 23 inches long, 23 inches high, and 10 inches deep.*

BELOW: *Illuminated window display for the new Instamatic movie camera. Illustrations are printed in full color on the plastic display, which is approximately 40 inches high. A sequence flasher illuminates each of the three operational steps in loading the camera.*

INTRODUCING THE PRODUCT BY MAIL

Since introducing a new product by personal contact is not always practical, or if practical too costly for a small operator, a number of companies are turning to direct mail, supported by business paper and local consumer advertising. This method, while somewhat less effective than when salesmen are used, does secure fairly good distribution at a reasonable expense, in fact if time permits, it can be obtained on a pay-as-you-go basis.

The Department of Commerce bulletin cites the case of a company which had developed a new intercommunication system which it desired to sell through radio parts jobbers. It had no sales force, so it had to depend upon the mail. The mailing piece consisted of a picture of the new product and a circular describing the important product features and the variations in models. Prices were also given.

For the introductory stage, the company took advantage of the practice of various trade publications to announce new products. A limited amount of paid advertising was also used.

About 6 months after the introductory work was completed, the company began to obtain sales representatives—manufacturers' agents handling other types of electronic equipment—to sell the product to distributors. The company now has sales representatives covering about 80 per cent of the United States and, it believes, 90 per cent of the United States market.

Teasers to Get Attention: Some sales promotion men contend that results from an introductory offer mailing can be stepped up by preceding the offer with one or two inexpensive teaser mailings. These may be penny post cards carrying an intriguing statement, usually in the nature of a question, designed to arouse curiosity. Like the advance card of a salesman it is slanted so as to induce the customer to withhold orders for that particular type of merchandise until he receives news about the new history-making product.

Checking the Results: It is important, after a reasonable period of time has elapsed, to check up and determine exactly how the new product is doing. If it is sold through dealers, is it moving off their shelves with sufficient speed to warrant extending the advertising and promotion? What do the consumers think of it? How do sales compare with those of competitive products in the same markets? Are there any "weak spots" either in the product itself or in the distribution plan which need correction? To get

this information may not be as easy as it seems, especially if trade orders clear through regional distributors or wholesalers. So it is good practice at this point to do some intensive checking in the field, preferably using experienced research men rather than the company's own salesmen. For this purpose extensive (but not too involved) questionnaires may be needed—one for dealers and another for consumers.

The services of a market research organization may also be engaged for this work. These market-survey organizations usually inventory all competitive materials in the established group of retail outlets to determine the exact quantities sold both of the new item and competitive lines. These workers act without knowing which one of the commodities they are measuring.

If the test-run studies reflect a high degree of probable acceptance, the sales department then moves into national promotion as rapidly as production can be stepped up. If the test is unfavorable the item is taken off the market, either as being undesirable or as needing further development.

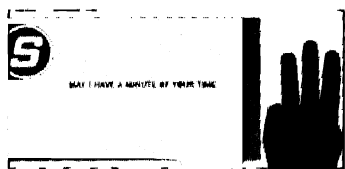
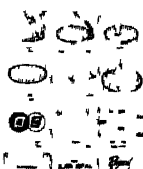
As a rule, however, the introductory offer letter or announcement is sent "cold" without any build-up. Objection to the use of teasers is that the average buyer seldom pays much attention to them. As a result he fails to connect the teaser up with the offer, so little is accomplished. However, the answer probably lies in between these two extreme views. Teasers pay off, if the product lends itself to their use and if the spacing between the arrival of the teaser and the offer itself is not over 2 or 3 days. Teasers mailed out a week or more ahead of the offer are not recommended.

Lily-Tulip Introduces a New Container: "F. Norman Hartmann, president of the Lily-Tulip Cup Corporation, introduced publicly for the first time a new package in the field of round nesting containers.

"The new package, called Dub'l Seal, introduces improvements not heretofore available in this type of package; namely, airtightness and liquid-tightness."

Thus started the announcement, in a publicity release, of a new Lily-Tulip container for food products.

Robert Ziselman, the company's sales promotion manager, said: "Along with a press introduction, there was a complete merchandising kit, supporting national ads, a complete point of sales program and an audio-visual presentation for our salesmen.

"The campaign for the new product included ads in the dairy trade papers, ad mats for food processors featuring the new container, promotional material illustrated on an order-form sheet, with free imprinting of the product and its brand name;

In introducing its new food container, Lily-Tulip offered its food-processing customers such items as newspaper ad mats, counter cards, case-stickers, radio-commercial scripts, and other promotional aids.

30- and 60-second radio commercials, handbills, counter stickers, door hangers, and other units.

"This packaging program was one of our most recent and successful efforts."

It should be borne in mind when planning a direct-mail effort to introduce a new product that a certain amount of showmanship is necessary to underscore the importance of the offer. This can be done by jazzing up the envelope, by sending the letter air mail, by using a large envelope that just can't be missed, and in other ways. Some promotion men take advantage of the low serial telegram rate offered by Western Union, and send a wire the same day the letter and offer are mailed to the customer. The telegram states the letter is in the mail, and asks the customer to be on the lookout for it since it is important to him. Or, and this may work even better, a telegram can be sent after the letter is mailed asking the buyer if he received the introductory announcement and offer mailed yesterday, and press him for an order. But make it easy for him to order, such as asking him to write his answer on the back of the telegram and hand it to the messenger.

The point is that unless you treat your new product as important, and show you do, you can hardly expect the recipient to take much interest in it. When you are introducing a new product is not, as a rule, a good time to pinch pennies.

Chapter 29

PROMOTING SALES THROUGH WHOLESALERS

WHEN the former Mullins Manufacturing Company, manufacturer of steel boats, decided to put a new line of steel kitchens on the market, the management believed that the only way to sell it was to have a good product, price it right, demonstrate it, tell the prospect what it will do for him, and then ask him to buy. But as the sales manager of that company told the National Sales Executives, Inc., at their Chicago convention, it did not prove to be that simple.

Therefore, after floundering around for a number of years, the management changed its distribution plan, and marketed exclusively through independent wholesale distributors. It thought that might prove to be the magic formula to guarantee continued sales. Since these wholesalers profited from all Youngstown kitchens on the market, the management believed that the only they would really get behind their products and push them. But they didn't. "As we traded franchises for carload orders," the company's vice president said, "we flattered ourselves that we had become merchandisers. In June of that year sales suddenly slowed down. We discovered, as others have discovered, that supplying merchandise was not enough. Few of our distributors or their salesmen knew how to sell kitchens. In fact in some large department stores we found salesmen afraid to sell because they knew nothing about kitchen planning, to say nothing of the items in our line. The solution to the problem was found in sales training, and at the end of 4 months we had broken the bottleneck and Youngstown Kitchens has not been without a sales promotional program since."

It is a fact, not always recognized in sales management, that selling the wholesaler is one thing; getting him to sell your product is quite another.

Shortly after World War II when the Silex Company conducted a pilot operation in Peoria to see what would happen when a typical market, which had been starved for merchandise, was allocated all the coffeemakers needed, the company experienced its greatest difficulty in getting wholesale distributors to cooperate. It was necessary to send special factory representatives into the territory to convince the wholesalers that they should order adequate merchandise.

The reason wholesalers are indifferent to promoting any one product or line of products is not hard to understand. In the first place the average wholesale distributor is not promotion-minded. He may not admit it, but he operates on the theory that his function is to supply his customers with merchandise they can turn over quickly, and he is not interested in inducing them to buy anything for which a demand does not exist. Wholesalers are very much concerned with collecting the money for what they sell. And the tighter the credit situation becomes the more pronounced their caution. Then too, most wholesalers have private or pet brands which they want to push, if they are going to push anything. These are brands upon which they think they make the most money because they pay a longer profit. The high rate of turnover enjoyed by widely advertised brands does not affect their buying policy too much, although they will fill orders which come their way. In fact, it is not unusual for wholesalers to compensate salesmen on the basis of the margin of gross profit they make on the merchandise they sell, even going so far as to furnish salesmen with order blanks so arranged that the dollar sales of products in different profit groups can be entered in separate columns. This is done to keep the salesmen alert to the need of pushing the long profit items in the line, not dissipating effort on nationally advertised brands which some wholesalers still insist they handle at a loss.

So the first task of a manufacturer distributing through wholesalers is to make sure that they thoroughly understand the effect of turnover on operating profits. This is demonstrated in the success of many so-called "curb" jobbers who make good money by selling at cost, taking as their profit only the cash discounts they earn. But it is not always easy to convince a wholesaler that he can make more money by making more sales at a smaller profit. The average wholesaler runs a warehouse, and in spite of the inroads direct selling and syndicate buying have made into his business, he persists in averaging his selling costs as well as his selling prices. It costs him x cents out of

every dollar in sales to operate, so he must have a margin of x plus 10 per cent to stay in business. This, of course, is one of the fallacies which are driving some wholesalers to the wall, and give rise to talk about "eliminating" the jobber and thus reduce the high cost of distribution!

The Wholesaler's Function in Distribution: Our system of distribution, as many manufacturers who have attempted to bypass the wholesaler and sell direct can testify, requires a strong wholesale distributing set-up. The wholesaler who is on his toes and doing a constructive selling job is an economic necessity. The wholesaler who is dead on his feet and thinks of himself as a warehouseman is an economic liability. Hence the manufacturer has a long-range interest in strengthening the wholesaler by helping him to solve the many problems he faces, some of which stem from his lack of appreciation for modern sales promotion.

One wholesaler who has kept pace with the changing needs of its customers and is doing an outstanding job of bringing down the cost of distribution is Hibbard, Spencer, Bartlett & Company of Evanston. Commenting on this company's methods, its president, speaking before the American Marketing Association, stressed the problem of serving the small customer or retailer who bought in broken packages. The high cost of servicing these customers imposed a penalty on the larger customer, by increasing the average markup. As a result, large customers tend to buy direct from the manufacturer, and the wholesaler loses that business. On the other hand, if the wholesaler puts his prices at a point where he sells to the small buyer at prices demanded by the larger buyers, the wholesaler loses money. Hibbard met this dilemma by asking manufacturers to package merchandise in shipping cartons which would give the average merchant a 60-day stock. Then Hibbard began to promote the idea of customers buying packages of that size and thus eliminate repacking without adding very much to the factory cost.

"In our industry," this executive explained, "national distributors will carry at least 25,000 items, sometimes 100,000. The average retail outlet in the hardware field carries over 5,000 items in inventory. Many of them are insignificant, but they are necessary to doing a merchandising job. It is therefore obvious that the majority of retail dealers could not survive without a wholesaler.

"Manufacturers could make direct shipments to be sure, but that is just transferring our function, or making a change in

method. Another group will contend that they are pooling their purchases, but, again, someone along the line must perform our function.

"Buying from factories only will double the retailer's inventory, decrease turnover, increase insurance, rents, and taxes. We have invoiced a great many stocks, and invariably find all overstocks are direct purchases. Manufacturers selling direct have increased selling costs, increased credit costs and losses, and increased shipping costs tremendously. Many have tried, and changed back to distribution through wholesalers.

"The large chains all have their central warehouse to serve the retail outlet. However, they do have one decided advantage in that they control the retail outlet and are able to insist on certain size packages, certain size orders, classification of orders, regularity of orders, terms, etc., whereas we must contend with the whims of 35,000 rugged individualists in the hardware industry.

"We recognize the cost of distribution is too great. We also realize most manufacturers have done a pretty good job, and not very much relief can be expected at that level. We have found, through operation of our own test stores, that the retail outlet must have nearer 40 per cent than 33⅓ per cent. That leaves only one spot in distribution to reduce costs, and it seems to me that can only come through more efficiency at the wholesaler level.

"The company I represent accepts that challenge. We recently completed an ultramodern plant on a 35-acre site in Evanston. This is a one-story building, 1,160 feet long, 730 feet wide, with three switch tracks running the entire length of the building on the inside. It may be interesting to know that 800,000 square feet of concrete were required for our first floor. That would be equivalent to a 20-foot strip of paving 7 miles long or, if we were athletically inclined, the comparison would be, there is room for 12 football gridirons with additional space for parking and spectators.

"In this building no lot of merchandise is over 80 feet from a car door. Orders are filled from a drag line, at an enormous saving in labor. In this plant we are operating a retail store, which also serves as our sample room, and as an experimental laboratory in retail merchandising. Along with our office on the second floor we have an auditorium, seating 1,000 people, so that we are in a position to dramatize merchandising at both sales and dealer meetings."

The Wholesaler's Responsibility: "It is our responsibility," this executive said, "to correct the wide variety of items carried in retail stores. Most of you have seen slogans at independent hardware stores reading, 'If it is hardware, we have it,' whereas our competition uses the slogan, 'If it sells, we sell it.'

"An independent dealer will sometimes carry 27 different kinds of nail hammers, simply because there is demand caused by national advertising, some caused by local demand, but mostly due to active selling or bribery through cigars and luncheons.

"We have many padlocks in our line, yet by no stretch of the imagination can you justify the need of over twelve. We have a lot of pliers. Some can be justified by special jobs, but in most instances the line could be cut by large percentages. Take a line of flathead bright screws. We list many sizes in one wire gauge, and I will argue with anyone on the necessity of all sizes.

"Shears are made in ½-inch sizes from 6 inches to 9 inches, both bent and straight handle, in both black and nickel finish; yet we all admit there is a need for only a small, medium, or large. I was told once that the ½-inch size came about because a 6-inch die became worn and produced a 6½-inch shear; so, manufacturer and wholesaler pushed this added size on the unsuspecting dealer. When I was being groomed to take over a territory, our buyer told me that to be successful I must sell our complete line of shears to every dealer, and when I asked the simple question, 'Every size?' I almost lost my opportunity, as he did not have the answer. Examples like those enumerated can be found in every line.

"We also need to make many changes in packaging, which will assure our dealers of having the proper quantities, and assure safe delivery of the merchandise. Up to now the only thought given to packaging has been, 'How large a package can we push on the unsuspecting dealer?' Our company has a complete merchandising plan for our customers. We prepare a basic stock list; we prepare weekly specials, newspaper mats, monthly promotions, as well as store-wide promotions at regular intervals.

"We have a complete engineering service for the modernization of stores, and it is my contention that any wholesaler doing a comparable job has a very definite place in the field of distribution. I am willing to admit that the broker type who serves only as a warehouse will soon fade out of the picture."

Promotion Objectives for Wholesalers: The promotional programs of wholesalers, unlike those of manufacturers which

usually emphasize the company as well as what the company makes, have two parts. The first part consists of those operations which come under the head of "internal promotion." They consist of keeping salesmen inspired, stimulated, informed, and instructed. Since sales managers are usually engrossed in a variety of activities, they have little time to do all of their own writing. Their assistants must be properly instructed. An important task in promoting sales for a wholesale operation, therefore, is training and coaching the people in the organization who prepare letters and bulletins to the field.

An important element in training personnel to write effectively for wholesale salesmen is—how to present the merchandise so that it will give the fieldman the information he needs to help him sell it to his customers, and in turn help his customers to sell it to those who patronize their stores. To guide those in the home office in presenting sales points of merchandise to salesmen, Butler Brothers prepared a checklist which was to be used in writing to salesmen, as follows:

I. Description of the Merchandise—The Name and So On—

1. Show sample and/or name it. Tell what it is, what it does, or how it's used.
2. Capacity to satisfy customers—why it's good.
3. Improvement over present or previous lines.
4. Is there any statement or guaranty as to quality and service?
5. The packing and assortment. Is there any advantage to this packing? Is it improved over previous packing?
6. Are there any exclusive qualities as to taste, wear, etc.?
7. Is there any trade-mark, trade name, or slogan worth playing up?

II. Advantages Due to Source

1. Where and how made?
2. What about the material used?
3. What about the reputation of goods due to source?
4. How about care in manufacture and packing?
5. Any patent rights?
6. Story of invention or discovery.
7. Inspection or tests.
8. Chain store supplier.
9. How to recognize goods of inferior quality.

III. Talking Points Based on Advantages to the Retailer

1. Easy to sell—quick turnover.
2. In demand by public.
3. The profit-markup for the merchant.
4. The value in repeat sales to the merchant.

5. Suitable for promotion or special selling?
6. Aid in building repeat business.
7. Transportation advantage—prepaid—freight allowance, pool cars or trucks.
8. Experience of other retailers.
9. Aid given by manufacturer in making sales.
10. Exclusive representation—if any.
11. Future plans regarding distribution.
12. When is the big wholesale selling season?
13. When is the big retail selling season?
14. Instances of purchase and result.
15. From the retailer's viewpoint would it pass this test:
    a. Is it the right type, style, or kind?
    b. Has it popular appeal—is it bought by a great number of people?
    c. How about the real value as compared with other products on the market?
    d. Is it a popular price?
    e. Is it packaged right?

IV. Importance from D. S. Standpoint—

1. Checklist recommendations.
2. Current retail pricing.
3. Best selling price lines.
4. Recommended stock.
5. Type of fixture.
6. Location of display.
7. Amount of display space.

V. Method of Selling—

1. From samples, catalog, or factory listing.
2. Is it in stock or when will it be available for shipment?
3. Appeals generally used in selling.
4. Summary of main selling features.
5. Reason for price confidence—the immediate price—future price—outlook—reasons why the price is high or low.
6. Advantage of buying now!

The second important part of wholesale promotion comes under the head of "item promotions." Wholesalers have learned that in order to raise the sales effectiveness of their customers, it is desirable to conduct periodical promotions on certain fast selling items of merchandise. These promotions go further than merely getting orders for the merchandise, important though that may be. They must be "packaged" so that the customer who buys the merchandise can move it off the floor quickly and profitably, that is to say, there must be a planned promotional effort which the retailer can adapt to his needs and do a hard-

hitting sales job. The long-range purpose of this type of promotion on the part of the wholesaler is to make good promoters out of as many of his customers as possible. Obviously, the retailer who is alert and eager for ideas which he can use to build his business is a far better outlet for a wholesaler than one who is content to let nature take its course, and sits around waiting for things to happen.

In the hardware field Hibbard, Spencer, Bartlett & Company is one of the leaders in merchandising assistance to retailers. This company will set up an entire store for a dealer and furnish him with all the merchandising, sales promotion, and advertising assistance he needs. Any manufacturer attempting to maintain distribution in the hardware field may find it absolutely necessary to work with Hibbard, whose studies of what is successful in a retail hardware store probably go deeper and cover more territory than those of any other wholesaler. But there are many other aggressive hardware wholesalers whose salesmen and sales experience can be helpful also.

Wholesale Dry Goods Institute: The Wholesale Dry Goods Institute is a national organization of wholesalers of ready-to-wear, piece goods, domestics, floor coverings, notions, underwear, hosiery, furnishings, and other lines. This group has developed a plan for a store of the future, which includes standard shelving, standard flexible wall cases, self-service units, shelf units, island units, and backless windows. It is also developing a basic stock list for retail merchants, and attempting to help retailers with merchandising suggestions. The Institute's work in this respect is really in its infancy, but from now on it may be a real factor in helping to revive the independent merchant in the smaller towns and cities.

Apparently the Wholesale Dry Goods Institute looks upon its chief field as the towns with less than 25,000 population. At any rate, the Institute points out in all its promotion that:

43 per cent of all department stores,

57 per cent of all dry goods retailers,

60 per cent of all variety stores,

98 per cent of all general stores,

are in towns of 25,000 or less population. Of course, the Institute naturally contends that it is impossible to cover these markets economically without the use of wholesalers; in many cases this is true.

National Association of Wholesalers: This is a central group of wholesale associations. Some of its affiliates are (or have been): National Association of Tobacco Distributors; American Coal Sales Association; National Wholesale Druggists' Association; Wholesale Dry Goods Institute; National-American Wholesale Lumber Association; Wallpaper Wholesalers' Association; Motor and Equipment Wholesalers' Association, etc.

The Association of Wholesalers recently issued a handbook of the wholesale industry, detailing the advantages of selling through wholesale channels, called, *The Miracle of Distribution.* While it is rather an elementary primer of the wholesalers' position, some manufacturers may find it helpful. Manufacturers seeking ideas for establishing better relations with wholesalers may find any or all of these groups helpful. There are, of course, many other wholesale associations; some make it a point to help manufacturers and others offer no service of this nature.

What Wholesalers Offer: In planning to promote sales through wholesalers it is important to study all means of reaching this market, and to decide on a sound distribution policy as the first step. This decision may be easier to reach if the facts about wholesalers are fully understood. The Wholesale Dry Goods Institute points out, in recent advertising, the wholesaler offers:

National warehousing;
Market surveys;
Credit and accounting simplification;
Services of many salesmen.

According to the Wholesale Dry Goods Institute the average wholesaler in this field has about 2,000 customers. The Institute claims that this means automatic coverage of 2,000 customers. Actually it means nothing of the kind, for the wholesaler may not sell more than 5 to 10 per cent of his own customers any individual product or any manufacturer's line. But, of course, it is possible that the wholesaler may sell all his customers certain lines or products which have wide distribution possibilities. This would mean that 10 wholesalers would bring your goods to 20,000 stores—many more than some manufacturers have.

Sprague Warner's Voluntary Chain Promotions: Another approach to the promotion problem on the part of wholesale distributors is the voluntary chain. A wholesaler's customers agree to cooperate in certain ways; this usually includes promoting the sale of products which the wholesaler elects to push. For ex-

EVINRUDE MOTORS

Dear Evinrude Boat Owner:

THANK YOU ...

..... for selecting one of our Evinrude boats.

We trust that you will enjoy many seasons of carefree boating. Your ideas and suggestions on how we can improve our products will be appreciated.

Our record of over 57 years of quality and dependable products is your assurance of extra value and complete satisfaction.

It's a pleasure to welcome you as one of our many Evinrude owners.

I am taking the liberty of enclosing our new 1965 boat and motor catalogs.

Sincerely yours,

Bob West Jr.

Director of Sales & Advertising

R. N. West, Jr.
bh

Enc.

Manufacturers who distribute their products through brokers or distributors, who in turn sell the retailer, have the problem of getting lists of individual purchasers from the retailer. Evinrude Motors and others pack registration cards with the product, which the end-user is asked to fill out and return. These cards provide data needed in circularizing users. Here is a typical "Thank you" letter used by Evinrude to acknowledge such cards.

ample, Sprague Warner, a division of Consolidated Foods, which has been breaking new ground in the food merchandising field, set up the "Cardinal plan" for grocers in the Middle Western States who wished to take advantage of this program. The Sprague Warner program offered cooperating grocers big-time advertising which most of them could not afford alone (a page in the Chicago *Tribune* weekly, plus color copy for holidays and special sales); Cardinal decals for store doors and windows; price tags; over-wire hangers; window posters; background sheets on which were pasted the current *Tribune* ads; bulletins listing products to be featured in the weekly sales, etc.

Sprague Warner salesmen—the company prefers to call them merchandising men—took the program out to the regular trade in Chicago, offering contracts for 10-week trial periods. The presentation pointed up the tough chain store competition in the metropolitan Chicago area with these figures: Chains were doing 65 per cent of all retail grocery sales in this region, while in the remainder of the country independents were getting at least 60 per cent of the total business.

The Cardinal plan, retailers were told, gave them (1) full-page newspaper ads each week; (2) prices "that will help you compete with chains"; (3) popularity "that will make your store the best-known independent in your neighborhood"; (4) advertising "that will introduce you to a lot of people who now trade at chain stores"; and (5) strong merchandising support "that means business for you."

Sprague Warner stressed *retail selling,* not buying of its own brands. Many retailers pride themselves on their buying sagacity, sometimes falling for a competitive price when they forget that the goods must move off their shelves in volume, too. Sprague Warner, while it offered price advantages on nationally advertised products so stores could compete with the chains, nevertheless emphasized, again and again, that it is the sound merchandising practices that pay off, not price alone.

Salesmen called on the stores each week and field supervisors maintained a regular schedule of calls, helping retailers iron out individual problems, making suggestions on store promotions, and giving special assistance. With this plan, Sprague Warner pointed out to the retailer, "your business stays your business and you get help only where and when you need it." There was a nominal charge of $1.50 a week for this service.

A mimeographed "Messenger" went out to group members 10 days in advance of each weekly sale, listing items to be

included in the newspaper page, those which would be shown in the larger illustrations, and those shown on window posters. Prices were quoted to the grocer, as well as the advertised price to the consumer.

One of the typical "Messengers" insisted that independents could learn and apply the successful principles of supermarket operations "and beat them at their own game." All medium-size independents, Sprague Warner maintained, could offer self-service; cash and carry, a complete market with adequate varieties; mass displays; the stocking of heavily advertised brands; and could use showmanship, "the extra wiggle put into merchandising and sales promotion attempts."

Advertising in the *Tribune* ran each Friday morning, and two copies of the ad were sent the retailer for use on background sheets which advised the customer: "Watch This Space for Weekend Specials." Price tags were placed on goods throughout the store, to induce housewives to shop the entire store.

While most of the products featured in the ads were brands owned or controlled by Consolidated Foods, they included many independently owned advertised brands as well.

Importance of Adequate Stocks: There have been many instances where a manufacturer has been able to get a wholesaler to go along in undertaking a cooperative promotional effort, only to have it fail because of inadequate stocks. The very fact that wholesalers must stock so many different items makes them reluctant to buy heavily of any one item. They like to play it safe, and will argue that with air express shipments there is no need of carrying more than a week's supply of anything, promotion or no promotion.

To obtain maximum volume and profit, the distributor must not lose sales due to his unwillingness to carry complete stocks. One of the foremost automotive wholesalers in the business, Don Test of Indianapolis, told a Thompson Products executive that three cardinal principles, if faithfully followed, would practically guarantee success in the automotive parts business. These were: (1) Select and carry good lines; (2) stock those good lines completely and well; (3) use intelligent sales effort.

"In our 25 years in the automotive parts distributing business," he said, "we have seen these three cardinal principles followed almost inevitably to a successful conclusion. After all, customers will go where they get the best service and the best service can only be gotten when adequate stocks back up the efforts of your salesmen and your countermen."

Salesmen, especially, should be coached to discuss the high cost of letting stocks run down with their customers. Too many merchants are obsessed with the rapid turnover theory in store management. Credit men have pounded away on this theme for years, and it is good merchandising practice, but like all good things it can be overdone.

MARKET ANALYSIS FOR WHOLESALERS

Very few wholesalers, except possibly the large national houses, have any idea of their potential market. They take what business comes their way, and are happy if they can show a sales increase each year. This is especially true of the regional wholesaler. And even the big national establishments make little or no attempt to evaluate the potential possibilities of sales territories. They figure if a salesman produces a half-million dollars' worth of business from the territory assigned to him he is doing a grand job, and the aim of the sales department is to bring every man up to that level of production. If an accurate analysis was made of these territories in line with the practice of national manufacturers who sell direct, like The Borden Company, it would probably be found many of these "ace" territories should be producing a million dollars' worth of business. It would also be found there were "fringe" territories which could be made profitable by the use of better sales methods.

It is obviously to the advantage of manufacturers, as well as the wholesalers themselves, to know how much business is getting away because of inadequate coverage of highly potential territories. There are instances where regional wholesalers, following a change in management, have doubled sales and profits by rearranging territories and adding more young men to the sales staff. But before that can be safely and profitably done, it is important for the wholesaler to get the facts about the business he should have but is not getting.

Libbey-Owens-Ford "Customer Accounting" Service: The task of educating wholesalers to apply modern research techniques to their sales operations is too much for an individual manufacturer to assume, so they leave it to the wholesaler's trade associations. Sometimes that is sufficient, usually it is not. Trade associations are inclined to tackle projects which have more membership appeal than "selling" the idea of market analysis, which unfortunately requires an outlay of money before it begins to pay off. Regardless of what a trade association may or may

not do to promote interest in market analysis, a few progressive manufacturers keep hammering at the need for better "customer accounting" on the theory that anything that can be done to raise the wholesaler's sights, and get him to increase his sales manpower, will help indirectly the sale of their products. This is especially true in the case of manufacturers who sell through limited line wholesalers.

Customer record, showing purchases by product, used by a glass manufacturer to analyze wholesale accounts. Purpose of this record is to spot wholesalers who are not purchasing the full line.

Libbey-Owens-Ford Glass Company of Toledo has consistently promoted the sale of its products through wholesalers by doing a market analysis job for its wholesalers. Analysis sheets are arranged (see illustration above) so the wholesale distributor of Libbey-Owens-Ford products can list his accounts by territory. He then enters upon the recap sheet, under the proper column, (a) his annual sales to each account in dollars, (b) his approximate glass sales to that account, and (c) other sales. Another group of columns is provided for the wholesaler to break down the total glass sales to each account, as well as other products purchased by the customer over the year. These data are then analyzed by the manufacturer's Distribution Research Department. With that analysis, the wholesaler is better able to determine where sales emphasis should be placed. The value of the analysis to the wholesaler, together with instructions for making out the analysis blank, is explained as follows:

Value of the Analysis

The value of our presentation, which will be based on the information supplied on the analysis sheets, will be to show: (1) The principal kinds of business which you do, i.e. "markets," and (2) the location of these "markets." Knowing this, it becomes possible to do things like the following:

1. Promote the most valuable kind of volume.
2. Determine the most profitable business.
3. Relate expenses to obtainable volume.

GENERAL INSTRUCTIONS

Omit *all* accounts (cash *and* charge) buying *less than $25* but keep a record of the *number* of such accounts omitted. Please show *total number* of such accounts without any sales figure.

After all 19___ *charge account* sales over $25 are listed, please show total *cash* sales for 19___. The sum of the two will approximately total 19 _ gross sales. In addition, please supply the following estimates:

About _ _ _% of 19___ cash sales were flat glass.
About _ _ _ % of 19 _ cash sales were other than flat glass.

When tabulation is completed, be sure to tear off left side of the page (column 1) which shows names before sending the remainder of the sheets to:

Distribution Research Department
Libbey-Owens-Ford Glass Company
Nicholas Bldg.
Toledo 3, Ohio

together with any explanatory comments which will aid in understanding your method of classifying 19 __ sales. Please number the pages submitted.

HOW TO FILL OUT THE FORMS

Column 1—Put the name of the account in this column followed by

Columns 2 and 3—the town and state.

Column 4—Someone familiar with the account should put down a trade classification abbreviation in accordance with the principal business done by the account. These abbreviations are shown on the attached sheet. For instance, if an account is a "Lumber Dealer," put down "L.D." in Column 4. This should be done with great accuracy.

Column 5—In Column 5, put down the total amount of sales you made to each account in the calendar or fiscal year 19 _ . Just enter the full dollar amount—not dollars and cents. In other words, $201 67 would be put down at the nearest dollar, i.e. $202. Dropping the pennies will save time for whoever fills out this column.

Columns 6 and 7—If you sell only "flat glass" products, skip these columns. If you sell other items besides flat glass products, someone familiar with the account should put down the approximate total dollar sales of flat glass products in Column 6, and the total dollar sales of other products in Column 7. The total of these two columns should always equal the total sales as shown in Column 5.

Column 8—If more than half of the total sales to an account were on contract work, mark "C" in this column. This means contract work which included glazing labor in the total figure.

Column 9—Mark "D" whenever direct shipment was made.

Column 10—Indicate by marking with an "X" all products sold to the account. Then put a circle or parentheses around the principal product sold to them.

Column 11—Name the most important products, other than flat glass, purchased from you by the account.

A very useful "Markup and Gross Profit Calculator" is supplied by Campbell Soup Company for distribution to retailers by brokers and distributors.

How Diamond Match Dramatized Potentials: Another way to raise wholesalers' sights, by helping them to analyze their markets, was the match sales calculator developed by The Diamond Match Company. By turning the dial of the calculator to any size community, the calculator showed (a) the number of families in the community using matches; (b) the average food expenditure per family; (c) the average total lights used by family customers in that area per day and per month, broken down by kitchen matches, penny matches, book matches, and total matches. Another wheel in the indicator registered the total potential case match sales per month in an area of that population. The calculator was developed by the Statistical and Research Department of The Diamond Match Company using

United States census figures. It was introduced to the sales organization, and then to jobbers' salesmen, by a 25-minute soundslidefilm: "A Potential Idea."

In connection with the use of the calculator, wholesalers were furnished recap sheets which they filled out with the aid of The Diamond Match Company's representative. These sheets provided a space for the name and location of each store served by each jobber salesman, with a column for the actual sales by type of match, and a parallel column for the potential sales broken down the same way. This data provided the jobber with factual material he could use to raise the sights of each of his salesmen to convince them they were letting a lot of profitable match business go to competitors. To help the jobber's salesman locate weak spots in his operation, The Diamond Match Company provided each man with a similar indicator which used the number of families served by the store as a base of calculation. There were also forms which the storekeeper used to analyze his match sales by families served, thus establishing for each retailer a figure that represented his minimum monthly match sales.

When the information on the potential match sales of each jobber's territory were consolidated by the company's statistical department, a fairly accurate potential for each company sales territory was obtained. The data sheets used in setting these sales quotas, covering each jobbing territory, gave the following information:

1. Jobbers estimated per cent of grocery volume (dry groceries) done by him in his area (per month). %
2. Population of jobbers trading area.
3. Number of families in trading area.
4. National average food expenditure (per month-per family)
5. Average monthly retail food volume in area (per month). $
6. Less retailers per cent markup in area. (Item 5) $
7. Jobbing volume on food (all outlets per month) in area. $
8. Less half of item 7 for food items not sold by jobber (dry groceries only considered). $
9. Approximate average monthly volume (gross sales) done by jobber. $
10. Approximate percentage of food volume secured by jobber in area. %
11. Other distributors (dry groceries). ______%

While it is not easy to get the average wholesaler to gear his effort to his potential sales opportunity, it is a highly desirable objective for any sales promotional operation. As is true of nearly every business, one reason for the high cost of doing a wholesale business is inadequate volume. Attempting to cover overhead charges by increasing prices only makes a bad situation worse. It is infinitely better for the wholesaler and manufacturer to work together to increase the volume of sales in each wholesale territory even if such a policy might require the use of fewer wholesalers in a territory. The first step in carrying out such a plan is, of course, to determine how much business there is in the territory *if you go after it.*

PROFIT CONTROL PROGRAMS

In the case of the smaller wholesale distributor, he needs something more than having his sights raised to make him successful. It is all very well to convince him he is not getting as much business as he should from the territory covered by his franchise, but there is such a thing as going in too heavily for expansion, with the result that the wholesaler of limited financial means soon finds himself trying to do too much for his capital. That can mean credit trouble for the manufacturer, who, above all, wants his distributors to remain successful. Therefore, he has to aid them to run a profitable business.

U. S. Rubber's Business Management Program: To help its distributors grow and prosper the United States Rubber Company works closely with its distributors, as do a growing number of other manufacturers in competitive fields, to do a better over-all management job. The purpose, of course, is to build and maintain a strong, stable distributing organization. Promotional helps furnished distributors by U. S. Rubber under its business management program have included:

1. Standard Accounting System.
2. Sales and Profits Projections.
3. Credit and Collection Procedures.
4. Inventory Control Plan.
5. Recapping Cost Control System.
6. Employee Compensation Plans.
7. Personnel Administration.
8. Business Projection.
9. Standards of Gross Profits, Expenses, and Net Profits.

Such helps have been prepared and promoted by the Business Development Department of the U. S. Tires Division, United States Rubber Company, and presented in a series of brochures covering the several operations. In connection with the management aids for the distributor, there were a number of special brochures which the distributor might use to help the retailer. A typical release was a manual on "Retail Manpower" which dealt with problems in compensating retail salesmen. It described the advantages and disadvantages of the various methods of compensation. Typical of the treatment used is the following outline of the so-called spiff plan for stimulating service men employed by tire dealers:

THE "SPIFF" PLAN

> This incentive plan is chiefly used to stimulate activity among service men who work on an hourly wage or a straight salary basis. Under the plan, the men are paid a flat amount for sales of all merchandise carrying a spiff. For instance, the battery spiff may be $.50 to a dollar, depending upon the type of battery sold. The spark plug spiff is usually $.05. The spiffs are ordinarily placed on certain items of merchandise which the distributor is anxious to push during the various selling seasons. To be successful, the spiff should be large enough to create interest and should be in proportion to the distributor's recovery price. For example, a spiff of $.05 on spark plugs is reasonable and will create interest; a spiff of $.10 on batteries is too low, and would fail of its purpose. Another point to keep in mind in connection with the spiff plan is that it must be realistic. The distributor should time the spiff to the selling season rather than the slow season. On batteries, for instance, about 54 per cent of the total battery business is done during the 4 months of August, September, October, and November. These are the months when the battery spiff should be in effect. Only 4 per cent of the battery business is done during the month of March, and it is obvious that a spiff on batteries during that month would create little interest in the organization.
>
> Spiffs can be paid daily or weekly, as the distributor sees fit. Payment for spiffs should never be included in the regular pay check or pay envelope; the effect of the incentive is best obtained when a separate payment is made.

PUNCH CARD PLAN

> This plan is also designed to create selling activity among service men. Under the plan, each service man is issued a card measuring about 3 inches by 4½ inches. All around this card (along the edges) are small squares in which sums of money are printed; twelve squares have $.25, six squares have $.50, fifteen squares have $1.00, seven squares have $2.00, eight squares have $5.00. The card represents a total of $75.00 in sales.
>
> For every sale of merchandise (not service) the service man makes, the card is punched at the time the sale is made, for the total value of the merchandise sold. When the card is completely punched, the service man turns it in and collects $2.50 in cash. This represents plus income for him, plus business for the distributor, and the commission rate is only 3.3 per cent.

CONTESTS

Many distributors put on sales contests during the year, with cash prizes for the winners. The cash prizes, as a rule, do not figure as an important part of the salesman's compensation, but the contests do stimulate sales, and more sales mean a higher income to all who participate in the contest. Contests can, therefore, be considered an element in the distributor's compensation plan, and if the contests are well conceived and directed, they will make a substantial contribution to the salesman's income and his satisfaction with the distributor's compensation plan.

COACHING DISTRIBUTORS TO TRAIN DEALERS

The increasing cost of training distributive personnel, essential to the successful marketing of many products today, can be reduced materially by getting wholesalers to assume their share of the responsibility. Wholesalers have good reason to cooperate because they profit, as well as the manufacturer, from the resulting sales increases. But before a wholesaler can effectively train his dealers to do a better selling job on the products he distributes, it is necessary for the manufacturer to train them to do the training job. It is the prevailing practice to bring in groups of wholesalers to the factory, where they are coached in the most effective training techniques and procedures. Such training usually requires from three days to a week, and involves the use of the various "props" and "visuals" such as are used in training factory salesmen.

American Central's Training Course: A typical program for training wholesalers was conducted by the American Central Manufacturing Company. Hundreds of distributors for that company's kitchen equipment were taught how to sell *complete* kitchens instead of only single appliances and cabinets. In connection with the 4-day course, 5 movies, 11 slidefilms, 16 chart presentations, and a skit were used. At the completion of the course, each wholesaler who had made the grade, was a qualified kitchen specialist, and was given a kit of materials which he in turn could use to train dealers. The "school" was known as the American Kitchens Institute. The 4-day curriculum was as follows:

TUESDAY MORNING

Registration—Train Reservations—etc.	9:05-9:35
Welcome—From Management	9:36-9:50
Opening Remarks and Introduction Chart	9:51-10:20

Trip Through Factory	10:21-11:05
Rest Period (It's at the end of the hall)	10 minutes
Company and Product	
"Designed for You"—Slidefilm	
Chart Presentation—Chart A	
Discussion using actual samples of product	11:15-12:15
Lunch	12:40

TUESDAY AFTERNOON

Market—"In on the Ground Floor"—Slidefilm	1:35-1:50
Advertising—Chart Presentation and Discussion	1:51-2:20
Sales Promotion—Chart Presentation and Discussion	2:21-2:45
Publicity—Chart Presentation	
Motion Picture—"Tell It with Television"	2:46-3:05
Rest Period (Same Place)	10 minutes
Records and Reports—Chart Presentation	3:15-3:30
Display—"Give 'Em Ideas"—Slidefilm	
Chart Presentation—Chart B	
Motion Picture—"Opportunity Unlimited"	3:31-4:30
Dinner	7:30
(Little man, you've had a busy day!)	

WEDNESDAY MORNING

(Don't you wish you had gone to bed?)	
"Our Program for Kitchen Planning Service"—	
Lorine C. Mounce, Director of Kitchen Planning Service	9:05-9:15
Planning the American Kitchen	
Chart Presentation—Chart D	
Black Board Problems	
Student Planning—pencil and paper	9:16-10:16
Rest Period (It's still there)	10 minutes
Resume Planning	
The Plan-A-Kit Method of Planning American Kitchens	11:26-12:25
Lunch	12:40

WEDNESDAY AFTERNOON

Demonstration—"Step-Saving Kitchen—Believe It or Not"—	
Lorine C. Mounce, Director of Kitchen Planning Service	1:35-1:50
Continue Plan-A-Kit	1:51-2:51
Rest Period (Want a Coke?)	10 minutes
Locating Prospects	
"A Hunting We Will Go"—Slidefilm	
Chart Presentation—Chart C	3:01-3:45
Selling—"Simple as A B C"—Slidefilm	
Chart Presentation—Chart F	
Motion Picture—"Selling America"	3:46-5:00
Hand out supplementary booklets	
Bus leaves for Richmond	5:00

Free evening in Richmond—"Free" meaning you are free to choose your own entertainment, such as Blondes, Bourbon, or "B" pictures.

THURSDAY MORNING

(Are yuh listenin' huh ——————h?)	
Installing the American Kitchen	
"According to Plan"—Slidefilm	
Chart Presentation—Chart E	9:05-10:00
Rest Period (You know where)	10 minutes
"Put on your coveralls—we're going to work"	
Problem Kitchens	
First Course—"Duck Soup Room"	10:20-12:10
Change clothes	
Lunch	12:40

THURSDAY AFTERNOON

Into your work clothes	
Problem Kitchens	
Introducing the Second Course—"Piece de Resistance"	1:35-3:05
Change clothes	
Rest Period (Yes—but is this trip necessary?) How about a straight Coke?	
Overcoming Objections	
"Information Please"—Slidefilm	
Chart Presentation—Chart G	3:15-3:50
Closing the Sale	
"Happy Ending"—Slidefilm	
Chart Presentation—Chart H	3:51-4:30
Dinner	7:30
Shall we take our hair down this evening?	

FRIDAY MORNING

(Did you ever see a dream walking? Look around.)	
Customer Follow-Up	
"Every Customer a Salesman"—Slidefilm	
Chart Presentation—Chart J	9:05-9:30
How to Conduct a Sales Training Meeting	
Chart Presentation with Student Participation	9:31-10:10
Training Individuals	10:11-10:25
Rest Period (Need we tell you?)	10 minutes
Final Exam	
Retire to the "Dagwood Special" Room and proceed according to instructions	10:26-12:15
Lunch	12:40

FRIDAY AFTERNOON

Display—Your Distributor-Dealer Sales Training Equipment	
You will use all this in *your* school	1:35-1:55
Demonstration—How to use Charts, Script and all other material for your Dealer Specialist School—Actual practice by students	1:56-2:40
Rest Period (Again?)	10 minutes
Motion Picture—"It Happened in the Kitchen"	2:50-3:35

Graduation Exercises
 Pass out "Kitchen Specialist Diplomas"
 and "Kitchen Specialist Cards"
Pictures for posterity and expense account identification
Train Reservations O.K.? Didja like it? 3:36-3:45
Bus leaves

You are now a full-fledged Kitchen Specialist!

While this type of training costs money, it is by far the best way to tackle the problem. It is too much to think, as so many do, that you can get the same results by sending out some printed material on how to train dealers. Wholesalers are no different than any other type of salesman, they can be taught best by *doing* rather than *telling*.

What the Training Should Cover: While the training procedure and program must differ with the business there are certain essentials necessary to any program for training distributors' salesmen, or dealers. On behalf of the National Society of Sales Training Executives, William Rados, a consulting sales manager, checked the distributors' training programs of 500 companies belonging to the National Sales Executives, Inc. He found that there were 10 basic sales subjects which were common to nearly every training operation studied. These were as follows:

1. Developing the customer's good will.
2. Determining the customer's needs for the product or service.
3. Overcoming objections.
4. Sales approach.
5. Guidance to the salesman on organization and use of his time.
6. The use of sales kits, manuals, visualizers, samples, models, and other things by the salesman can appeal to the eye as well as to the ear.
7. Methods of demonstrating or presenting the product.
8. Answering questions.
9. Getting repeat orders.
10. Salesmen's job duties.

You will notice that all of those subjects are aimed at two very practical objectives—how to make more calls and how to get more orders. Another major finding in the field of sales training was the repeated and very vigorous allegation of most sales executives that out of every $1,000 of sales training budget they would spend at least $500 on supervised application of sales training at the point of sale. In other words, out of every $1,000 of training budget they would spend half of that money on

follow-up after formal schools and courses. In answer to the question: "Have you compared results of trained versus untrained groups of salesmen?" eighty-five concerns said: "Yes, we have definite proof that those men whom we have trained sell more than our untrained men," and they turned in figures showing that training was responsible for from 12 to 100 per cent increase in sales, depending, of course, upon the company. Moreover, a majority of the companies that had made these comparisons between trained and untrained groups said that their sales went up from 50 to 100 per cent.

Arranging for Speakers: The success of any meeting sponsored by a wholesaler, to which his customers are invited, depends upon an interesting and fast-moving program. Unfortunately, it is the practice of too many manufacturers, when asked by a wholesaler to supply a speaker for such a meeting, to send the territorial salesman. It is the easy and, obviously, the least expensive way to dispose of the matter. But it is seldom the best way. Salesmen are not usually good speakers. Yet these meetings present a real sales opportunity to the manufacturer, since it gives him the only chance he may have of personally contacting his customer's customers. The smart manufacturer, therefore, makes the most of the opportunity and assigns an executive experienced in platform work to the job. Sunshine Biscuits, for example, made thousands of friends among its dealers because of the peppery talks made by Gene Flack, formerly sales counsel and advertising manager. Flack was an accomplished public speaker. He knew the grocery trade and its problems, and always brought down the house. Wholesalers too, appreciate program building cooperation since it is no easy task for the average sales manager in that field to get good speakers for dealer meetings. The sort of cooperation a wholesaler asks from the manufacturers whose lines he handles is summarized in a folder, put out by the Automotive Advertisers' Council, to help wholesalers to conduct more profitable customer meetings. On the question of instructing manufacturers, the brochure suggests:

> Since the manufacturers are the wholesaler's "partners" in many of these trade activities, plan *with* them on all details and keep them advised of what they will be expected to do. First and foremost, call them in and be sure the proposed dates fit in with their plans and that they have reasonable opportunities to requisition their supplies, material, literature, and equipment well in advance. *Don't* keep plans secret until they are perfected to the point of issuing invitations before talking to the "factory" men. Bring them in right at the start. They may have a few ideas that will make the wholesaler's job simpler. Discuss with them the objectives of the program so that they may tie-in most effectively. Be sure that time al-

lotments—for talks, demonstrations, etc.—are understood and agreed to. For clinics and shows, go over the floor plans with them and agree on the amount of space and the grouping of various lines. Be sure they know what kind of a job is expected of them and be sure *you* know what they plan to do and what they expect of you. Give them complete written instructions, to be passed on to the factories, for the shipment of displays, literature and stock. State clearly how shipments are to be marked, how forwarded, the required arrival date, and who is to receive shipping notices. Make clear any restrictions as to size displays, current specifications, floor load, elevator size, local ordinances affecting operation of machines, projectors, or other equipment. *And be sure to talk over with the factory men the plans for registering, assigning, and following up the inquiries developed at the meetings.*

These suggestions indicate that no wholesaler should "spring" a meeting of any kind on his manufacturers—or expect them to be prepared to sell an unknown audience at a moment's notice. It's like jumping from a trapeze and then yelling for the net—but some wholesalers "plan" their meetings just that way.

Use of Syndicated Training Films: If the cost of specialized training at the factory is more than the margin of profit on the product will permit, it is possible to obtain syndicated film strips and motion pictures which can be shown to wholesalers in regional meetings. Wholesalers can purchase these films for their salesmen to use in training dealers and their sales personnel.

Among the most widely used films are those produced by The Dartnell Corporation's Film Division, which has specialized in sales training for over 40 years. A list of such films will be found on the next page.

Since it costs several thousand dollars to produce a 20-minute sound-slidefilm, and from $15,000 to $200,000 to bring out a good, well-planned sound motion picture, only the largest companies are inclined to produce their own films. Prints of syndicated films, on the other hand, may be purchased for a small fraction of this amount.

Naturally, a syndicated film cannot depict the exact products and selling situations of each individual company wishing to use it; such films, therefore, are made (1) with the greatest possible flexibility based on the most common denominators, and (2) are accompanied by meeting guides which suggest how best to adapt the film to the particular needs of each company using it.

Some companies prefer motion pictures; others prefer sound-slidefilms. Actually, each medium has its place. The slower pace of the slidefilm allows greater detail, as when discussing product construction, demonstration, or use; the faster-moving motion picture is better adapted to promotional use and for meetings where entertainment, as well as education, is a factor.

DARTNELL FILMS AND FILMSTRIPS

FOR TRAINING SALESMEN AND DEALERS

NOTE: *Several of these films are available in Spanish, French, German, Swedish, Norwegian, Dutch, Danish, and other languages. Details available from Dartnell.*

SECOND EFFORT. Vince Lombardi, famed coach of the Green Bay Packers, relates the tremendous drive of his team to salesmanship, and shows in this film how a "second effort" can often gain orders for business as well as yards on the football field.

WHAT IT TAKES TO BE A REAL SALESMAN. Dr. Norman Vincent Peale tells, in a dramatic story, how sales people can meet today's challenges. 16mm. sound; 30 minutes.

HOW TO MAKE AN EFFECTIVE SALES PRESENTATION. Borden and Busse, world-famous sales-trainers, tell how. 16mm.; 30 minutes.

DEVELOPING YOUR SALES PERSONALITY. Borden and Busse dramatize the do's and don'ts for sales people. 30 minutes.

HOW TO SELL CREATIVELY. A 16mm. sound film on creative selling versus order taking. Running time: 30 minutes.

HOW TO SELL QUALITY. A sound-motion picture designed to help salesmen and dealers sell a quality product in a price-competitive market. It is based on the Aspley booklet of the same name which has helped more than a quarter-million salesmen to overcome price competition. Running time: 30 minutes.

THE POWER OF ENTHUSIASM IN SELLING. A sound-motion picture demonstrating that sincere enthusiasm, based on knowledge, is one of the most important personality factors in selling. Running time: 30 minutes.

SOLID GOLD HOURS. A 30-minute, 16mm. sound-motion picture in color or black and white, starring Monty Woolley and Geraldine Brooks, shows why and how hundreds of precious hours can be made more productive through better self-management.

OPENING THE SALE. A Borden-and-Busse sound-motion picture showing five effective ways of getting to first base in the sale—getting in to tell your story. Running time: 30 minutes.

CLOSING THE SALE. This sound-motion picture dramatizes the fundamental principles involved in getting a favorable decision. Running time: 30 minutes.

OVERCOMING OBJECTIONS. A sound-motion picture with Borden and Busse. Dramatizes six principles which America's topflight salesmen find most effective in turning an objection into a sale. Running time: 30 minutes.

HOW TO UP SALES BY BETTER SALES SUPERVISION. A 30-minute, 16mm. motion picture featuring Borden and Busse, to help those responsible for training salesmen—branch managers, store managers, route supervisors, sales managers—to increase the sales production of their present organization and improve leadership ability of supervisors.

THE BETTGER STORY. A sound film based on the best seller, "How I Raised Myself From Failure to Success in Selling," with Frank Bettger playing the leading role. An inspiring, motivating story of a big-league ballplayer who broke his pitching arm and took up selling insurance. Running time: 30 minutes.

HOW TO PREVENT OBJECTIONS IN SELLING. Borden and Busse highlight common faults and show how to avoid them. 30 minutes.

SELLING AGAINST RESISTANCE. A set of six sound-slidefilms, by Dick Borden, for use in training salesmen and for refresher meetings. Taking salesmen back to first principles, they dramatize basic selling tactics that apply to all types of sales work. May be shown at one meeting or over a period of time.

HOW TO SELECT SALESMEN WHO CAN AND WILL SELL. Dr. Robert McMurry shows how to avoid common errors in the selection of salesmen. 30 minutes.

KEYS TO HUMAN RELATIONS IN SELLING. A kit of five full-color sound-slidefilms to help salesmen unlock the doors that lead to increased sales. Holds interest by putting the salesman in the buyer's place so that he sees himself as the buyer sees him.

HOW TO TAKE THE GUESSWORK OUT OF HIRING. A kit of 12 full-color sound-slidefilms based on the scientific practices of Dr. Robert N. McMurry in personnel selection. Covers the step-by-step approach to hiring salesmen.

CUSTOMER CONTACTS. Authority Cleveland Chase dramatizes the importance of good customer relations. Five 15-minute sound-slidefilms.

YOU'RE IN THE PEOPLE BUSINESS. Psychologist Joyce Brothers presents her philosophy of customer contacts in a 20-minute sound film.

GETTING JOBBERS TO PUSH YOUR PRODUCT

A product, which may seem tremendously important to the company which makes it and whose profits depend upon selling it, is just another item in the line to the wholesale distributor. To be sure it is a good product, and he listens in a pained sort of way to your salesman who sings its virtues, but he seldom does much about it after your salesman leaves. It is not that the wholesaler does not want to make money, or that he is not awake to his opportunities. It is just that he sells so many thousands of different things that one more or less fails to excite him. If he pushes any product, it is likely to be one of his own private brands. But he will get behind a smart promotional *idea* if you make it easy for him to do so, and so will his salesmen.

Carborundum's "Missing Profits" Promotion: Carborundum "stones," like so many products sold through hardware stores,

are good profit items but are relatively hard to sell. They are strictly "impulse" items. People don't usually go into a store looking for a carborundum stone. But when they are exposed to a display of abrasive products, they immediately think of all the knives at home which need sharpening, and are very apt to buy a stone before leaving the store. But competition for display space on the counters of good hardware stores was keen, and the company found it difficult to get the wholesalers who handled its products to get dealers to put in counter displays. Something more than persuasion was needed.

Carborundum's promotion department hit upon the idea of a packaged promotion built around missing profits, which wholesaler's salesmen would get behind and take out and present to their customers. The promotion involved six displays of related products, including Carborundum "stones." The purpose was to get abrasives out of the old-time all-purpose display cases where they are usually kept, into the modern, departmentalized group where they will sell themselves. There was a display designed to make extra sales to outdoor sportsmen; extra sales at cutlery and kitchenware counters; extra sales at paint and household supply counters—sales which were easily made simply by including an appropriate Carborundum display designed to point up the group with the related merchandise. There were other ideas too for increasing abrasive sales. But the glue that held the promotion together was a striking booklet, furnished to wholesalers for distribution to their customers, bearing the title: "The Case of the Missing Profits." It was done loosely with cartoons and was a take off on the mystery stories which are so popular now. There was in the plot, George Sellum, a hardware dealer now deceased; Sam Sharp, who wasn't born yesterday; The Inspector, as smart as they come; the Assistant to the Inspector, just another taxpayer; and Mrs. George Sellum, who steals the show, much to the disgust of the Inspector.

Motivating Jobber's Salesmen: Salesmen employed by wholesalers fall into two general classes: (1) Those who are satisfied to write up such business as a customer has "on the hook" or in his want book and let it go at that; and (2) those who make it a rule to plus the order by selling the customer something more than his current wants. The "something more" may be a special which his house is featuring that month, or it may be some item in the line which the salesman thinks would go well in the customer's store, or it may be a product which for one reason or

another the salesman is enthusiastic about selling. Unfortunately most wholesale salesmen fall into the first classification and there isn't very much a manufacturer can do about them. But as competition grows keener, the mortality rate among the order-taker group may be expected to grow apace, so that gradually more and more wholesale salesmen will depend upon creative methods for building sales volume. To effectively employ such methods the salesman must build his sales talk around a specific product. It could be yours.

The Monthly Letter or Bulletin: As a rule wholesalers do not look with favor upon a manufacturer corresponding directly with their salesmen. The reason is obvious. If anyone is going to suggest products for their salesmen to push, they prefer to do it themselves. But they will pass along to their salesmen sales helps furnished in bulk by manufacturers of profitable products. Promotional literature of that sort should have an unselfish purpose. It should aim to help the salesman to be a better salesman, not merely a better salesman of the products which the manufacturer wishes to sell, but of all products sold by his house. A paper manufacturer selling through wholesalers was able to get a high degree of salesman cooperation by developing a series of talks on paper salesmanship, written by an outstanding authority in that field. These were issued in the form of a weekly letter from a "Self-Made Paper Salesman to His Son." Nowhere in the letters were the manufacturer's brands mentioned. The letters dealt exclusively with the problems of wholesale paper salesmen, and how they might be solved. To be sure the salesman knew who was sending him letters, because the letterhead carried the name of the mill. But so far as the salesman was concerned the manufacturer's only interest was to help him to make more money for himself and for his employer. Because of the unselfish nature of these letters, the wholesalers distributing the manufacturer's mill brands were glad to furnish the mill with the names and addresses of their salesmen so the letters could be mailed to them direct. Those who insisted on doing the mailing themselves changed their minds after a few letters had been released, and sent the mill the names of their men to save mailing expense.

An automobile manufacturer selling through independent distributors hit the jack pot by issuing a 3-month celluloid calendar every month, on the back of which was a timely suggestion for helping dealers to sell more cars. The little pocket calendars were supplied in quantities to the distributors who enclosed them in each salesman's mail, or handed them out at the monthly sales

meeting. Over a period of months, these calendars added up to a short course on automotive salesmanship and proved very helpful. Salesmen who were flooded with promotional material from the factory, most of which they filed away without reading, carried the calendars in their vest pockets and read and reread the suggestion on the back. The utility feature did the trick.

Manufacturers who encourage their salesmen to hold meetings of jobber's salesmen whenever possible find it profitable to prepare sales educational materials for the salesmen to use as a basis of such meetings, and which they can leave with the jobber's men. Sometimes these are tied in with sound-slidefilms which the salesmen carry and show at such meetings. However, unless a salesman has a flair for this sort of work, and is a good platform man, it is better to depend entirely upon direct-mail promotions for motivating the jobber's salesmen.

Distributor's Salesman Advisory Board: Another device which has helped a number of manufacturers to "get over" sales stimulating ideas and viewpoints to distributor sales organizations is to establish a distributor's council or advisory board. This idea was used successfully some years ago by Nash-Kelvinator as a follow-up to its famous "Sales Mean Jobs" promotional activity. The plan is to have each wholesale distributor or, in the case of a smaller organization, each dealer appoint one member of his organization to represent the company on the council. These council members meet periodically, usually about twice a year, to discuss sales promotional projects which have been suggested for adoption by all distributing units.

At the first meeting the council elects officers and adopts a program of action. The purpose is to keep the meetings on the beam, confined to ideas which will help all distributors to do a better job. Transportation, out-of-pocket expenses, and housing of representatives attending the meetings is usually paid by the manufacturer, who profits from the exchange of ideas and the suggestions which come out of such meetings. Distributors are glad to pay their representative's salary while he attends the meetings, because it provides an incentive to salesmen to put forth extra effort.

Contests for Jobbers' Salesmen: No sales contest among distributors, wholesalers, or dealers ever achieves more than mediocre success without getting their cooperation in advance of the time the contest is scheduled to begin. Some companies go so far

as to say that the degree of success of such a sales activity is wholly dependent on the thoroughness with which the advance work is done.

In those cases where there is a very close tie-up between distributors and the manufacturer, and where the sales volume of the manufacturer's products is a large percentage of the distributor's business, the advance work necessary can be completed with ease. But in those cases where less than 20 per cent of the distributor's sales volume is in the manufacturer's line, there must be a thorough and comprehensive advance plan to get the necessary cooperation. The problem faced involves these factors:

1. The manufacturer must have the home addresses of distributor salesmen who are to receive not only an announcement of the sales contest but also frequent mailings to promote interest and activity.

2. He must have the consent of the distributor to offer prizes or some kind of an incentive to get extra effort on the part of individual salesmen.

3. The distributor must be shown that the sales contest will have a good effect on all of his business—not merely diverting the salesmen's efforts from other products to the manufacturer's line.

4. The distributor must be shown *how* the campaign will benefit his whole business—through the educational mailings that give salesmen selling ideas applicable to other products as well as the products of the manufacturer conducting the campaign. Or he has to be shown how stimulating sales activity on this line will increase sales activity on other related lines.

5. The manufacturer must get the distributor to cooperate in the promotion of the sales contest; by putting up scoreboards and keeping them posted daily; by turning in reports to the manufacturer to permit checking, or at least spot checking, the sales volume of individual salesmen for purposes of awarding prizes; by local mailings and meetings.

6. Sometimes the distributor must be sold on paying a part of the cost; or offering prizes locally to supplement the incentives set up by the manufacturer; or footing the bill and assisting in planning a local kick-off meeting.

Accomplishing this, therefore, becomes a campaign in itself. It is a job that becomes profitable by virtue of the fact that it greatly increases and often multiplies the sales results obtained in the sales contest.

How extra results are brought about is illustrated in the case of one large company which obtained a 33 per cent increase in sales during a 60-day contest, when the best it ever did previously was to obtain a 10 per cent increase which, in view of the size of the company, was considered satisfactory. The greater

percentage came as the result of a well-planned advance activity lasting 30 days, in which the manufacturer's representatives turned in almost double the number of names registered in previous sales contests. From this the company knew in advance the activity would show increased sales volume even if the registrants averaged only a normal volume per individual, and they were certain to average better than normal.

In this case, during the campaign, many dealers interested new salesmen in going to work; they put inside help in the field, at least part time, to get some sales; and some even registered bookkeepers and delivery men who agreed to do some selling. As a result over 7,000 dealer salesmen were registered for the contest when the greatest number on other campaigns had never exceeded 4,000. This alone assured an increase. It would not have been possible without an effective advance activity to get a maximum number of registrants.

In plans of this nature, the advance work generally consists of the following steps:

STEP 1—The manufacturer has a meeting of representatives who contact distributors about 60 days in advance of the starting date of the sales contest, the purpose being to tell them of the coming sales contest and make plans to get registrations.

STEP 2—Manufacturer's representatives then schedule meetings with distributors' representatives for similar purposes in each local spot and these men are then equipped with:

a. Portfolio outlining contest, including examples of mailings to be sent to dealer salesmen during contest to show sales educational job that will be done among these salesmen.

b. Outline of local meeting for dealer salesmen to get campaign off to a good start.

c. Registration blanks on which the home addresses of dealer salesmen are to be entered.

d. Preview of any special advertising to be run during the contest—direct mail, newspaper, magazine—to place maximum sales power behind the sales contest.

e. Order forms for bringing stock up to what it should be.

STEP 3—Distributor salesmen start making their calls on dealers 30 days in advance of the sales contest to get dealers ready for the contest and the home addresses of dealer salesmen on registration blanks.

STEP 4—Manufacturer conducts intensive follow-up by mail, telegram, and, finally, long distance telephone to get registrations from every dealer, and prepares list for campaign mailings that include, in addition to dealer salesmen, the dealer himself, all representatives, distributor executives, and others for a 100 per cent coverage.

So important is the advance activity in obtaining the wholehearted cooperation of distributors and dealers that certain companies, having a record for exceptional attainment in sales contest results, design special campaigns.

Contests designed to motivate jobbers' salesmen are most effective when built around a sporting theme, and are developed so that every man has a chance to win. Baseball contests are unfailingly popular with jobbers' salesmen and permit offering prizes to those salesmen who have the highest batting average, as well as to the team (jobber organization) which gives championship performance. If cash or merchandise prizes are used, the method of awarding points must be simple so the salesman may report the prizes as income (as the law requires). All jobbers must be given an opportunity to participate on the same basis so that there can be no question of discriminating in favor of larger buyers. If a manufacturer does not wish to stand the expense of the prizes, as well as providing the materials needed to successfully promote the contest, he can usually get the wholesaler to pay for the prize books and prizes in consideration of his assuming the cost of promoting and operating the contest. Actually the cost of the prizes is paid by the increased sales resulting from the contest.

Scoring the Salesmen: One of the secrets of putting a contest for jobbers' salesmen over in a big way is to furnish each wholesaler with an idea for a simple scoreboard, which he can erect in the office so that the entire organization will know who is who in the sales organization. It is not enough to just inform the salesmen.

One scoreboard which proved popular and which any wholesaler can easily and inexpensively make, if you provide him with a sketch, is based on the idea of keeping your light shining. Opposite each name on the scoreboard a small electric lamp (miniature size) is set loosely in a socket. When a salesman turns in an order, or makes his quota for the day or week, "his" lamp is screwed down until it lights up his name on the scoreboard. Office folks, as well as salesmen, get a big kick out of stopping by to see whose lamp is shining. It is just a small thing, but it is mighty important to the salesmen. It gives the sales manager an excellent peg on which to hang a whole series of bulletins, too.

WRITING TO WHOLESALER'S SALESMEN

By Milton G. Crume, Butler Brothers, Chicago

Butler Brothers field publications are essentially the sales manager's own messages to his men. In addition to including centrally prepared pages, each deals with local selling assignments which would otherwise necessitate many individual letters. Their further purpose is to: (1) Inspire and stimulate, (2) inform and instruct, and (3) provide guidance and direction in selling.

The value of most articles can be improved by keeping the following general rules in mind:

1. Write each article as though you were talking to salesmen or superintendents. Tell them what you would want to know if you had to go into the field to do the job expected of them.

2. Don't assume that they will see and appreciate and make use of the main selling points in an item or line. Tell them what's important and *why* features of construction, or styling, or finish should be stressed . . . tell a complete story.

3. Avoid like a plague articles that say, "Let's rally 'round the banner and sell more turkey bells." What the man in the field wants to know is *how* to sell them. Unless you tell them *how,* the article isn't worth its ink. Don't just say *"sell it"*—say *how.*

4. Never scold publicly for failure to deliver. When it is necessary to check salesmen or superintendents on their shortcomings, do it in person or with a personal letter. Don't wash dirty linen in publications that others read. Besides, it doesn't help matters to tell them they fell down. What they want to know is how they can sell more successfully. You might review talking points or elaborate on selling facts previously given. Try to get salesmen and superintendents to invigorate their presentations with new material. These things help . . . scolding doesn't.

5. Condense—don't bury thoughts and facts in too much verbiage. Go back and cut out useless words. Omit sentences that repeat.

6. The average weak article—the kind that lacks selling ideas or useful facts—is half-baked because the man who wrote it did not dig deeply enough for his facts or he didn't have enough of them. You are writing to help the men do a better job and unless, when the article is written, you can look at it and say, "This will be helpful," don't use it. *Get more facts and write it again!*

7. Don't preach, give help. Make the man you are writing to realize you know what his problem is and that you are trying earnestly to help him. *Have a wholesome fear of swivel chair direction.* Try to make the man say, "The fellow who wrote this article is a merchant—he knows his stuff."

8. Assume that the man you are writing to is a capable Butler Brothers representative—most of our men are. Don't talk down to them. They appreciate helpful information, but resent ballyhoo and generalities which waste their reading time and mean nothing.

9. Avoid superlatives. Very few lines or items are the best, the most remarkable ever produced, or the greatest values on the market. The use of extravagant phrases weakens an article.

10. Whenever you say anything is particularly outstanding, *don't stop there, give the evidence*—say specifically why it is better, why it is cheaper, why it will

sell, why customers want it. Be specific in giving facts and reasons. Old man "specific" is a great aid to good writing.

11. When writing an article get all of the facts together and then write it with some one man in mind, giving him information and advice he cannot help but feel will be for his own good. *Talk as though he were across the desk from you* . . . and you won't use the ridiculous jargon that so many people employ in writing.

12. Avoid such overworked phrases as "Get the business," "This is the most wonderful line we ever had," "Cash in on the opportunity," etc. The fieldman wants to cash in on the opportunity. He wants to sell more goods. That's the only way he can improve his income. What he has a right to look for from you is *information* and *selling tools*, and *ideas* that will help him get the business.

13. Let's keep in mind that we are trying to get our men to sell things we want sold. Before we write, let's decide what we want them to do. Then, let's see what we can provide for them. And after that, set down the reasons that, for their own good, they should get going on the selling job we want accomplished. In short, sell them on what they have to work with.

14. When referring to merchandise that is listed, tell where it is—give page numbers, so anyone can find the particular line you are talking about. The men haven't time to page through their carrying case looking for material when it is a simple matter to give references.

15. Don't use the expression "dealers"—say "customers, store owners, merchants, retailers," etc.

16. Try to adjust the length of articles according to the importance of the material. It isn't consistent to write a short paragraph about an important volume line and give a full page to a 10-cent item of doubtful repeat value.

17. Try to express the substance of an article in the title. Follow the journalistic practice of newspapers. They state the story briefly in the heading. The body of the article should then agree with the title. Concentrate on a good headline and give particular thought to the opening paragraph—to do so strengthens any piece of writing. Put a punch in it. Make it attention arresting. Like the opening of a letter, it should gain attention and arouse interest.

18. All selling information is easier to understand when it is well organized. If talking points can be summarized in 1, 2, 3, 4 fashion, by all means do so. Usually you have to have material well organized to state it in this fashion.

19. Write *to* fieldmen—not about them. Sprinkle your sentences with "you" and "yours." No one is much influenced by the "I" and "we" type of article. Steer clear of "first person" constructions—use "you" and "your." It's good psychology and should be used in all written material. It's called the "you" approach.

20. Avoid breaks in the thought of an article.

21. Recommend a course of action. Don't leave your presentation up in the air. Tell the men what you want them to do. Tell them how to do it.

22. Decorative effects, fancy hand-lettering, and illustrations should be done well or not at all. Our publications are for businessmen so depend on solid informative facts and selling ideas rather than on fancy decorations to make pages interesting. For example, there is no need for an illustrated heading on a price change page. Where illustrations are needed in merchandise articles, by all means use them. Just be sure they are good enough to be businesslike.

23. Sales publications should not average more than 25 sheets or 30 reading pages. Consider the reader. The objective is "how good" not "how big."

24. Is the job you are asking the men to do practical and reasonable? Don't say, "Show this article in every store you visit." It may not fit some stores. Incomplete or impractical instructions destroy faith in management. Be practical.

When talking with merchandise department managers about articles, you will find that it is frequently difficult for them to give you specific talking points. They often assume that facts which would be helpful to salesmen are already known because they're so familiar to them. It is sometimes difficult to get talking points, and it is equally easy to overlook essential points. But remember this—all fieldmen depend upon your written material for their guidance. Their knowledge of lines and sublines is almost wholly dependent on what you tell them.

If Butler Brothers sales publications fail to do a good educational job, we reduce the effectiveness of our manpower in the field. Our aim then should be to so inform our men that they will be better posted and better able to write orders than the salesmen representing our competitors. Aim at providing a flow of selling ideas, of better ways and more workable plans to help our men in the field to get a greater volume of business.

Chapter 30

SELL AND DELIVER MERCHANDISING

THE sale of certain kinds of merchandise can often be economically and profitably promoted by selling the product and delivering it at the same time. Bakery goods, coffee, tea, candy, cigars, tobacco, cigarettes, magazines and periodicals, meat and packing house products were among the first to be delivered by the same man who sold the merchandise. But the field is constantly expanding. Automobile parts and accessories are sold in considerable volume by wholesalers whose salesmen are also truck drivers and delivery men.

Today there is a vast volume of merchandise sold and delivered at the same time. Potato chips, pies, cookies, peanut products, fish, confections, janitors' supplies, school supplies, and, in a few cases, clothing specialties, dresses, and similar merchandise are among the products sold in this fashion.

There is no limit theoretically to what can be sold and delivered at one stop, yet up to now the greatest volume has been in items of small size, low weight, and quick turnover, which require servicing to eliminate the risk of selling stale merchandise to consumers.

Turnover is another factor. Current buying habits plus the desire for rapid turnover are both factors in the popularity of sell and deliver merchandising. Many small merchants' cannot tie up money in more than a few days', or 2 weeks' supply of merchandise. It costs too much to employ one salesman to sell these customers and operate a separate delivery organization to deliver the merchandise.

The result is a combination driver salesman who calls frequently, delivers and collects for small quantities, and puts merchandise on display. Some observers call this automatic merchandising, because the salesman seldom asks the customer how much merchandise is needed. He simply puts in a previously agreed

upon quantity, writes a sales ticket, collects the money upon delivery.

Economies of Sell and Deliver: Constantly increasing travel expense, higher salaries, smaller profit margins, rising transportation costs all combine to favor the seller who sells and delivers in one operation. One of the greatest savings is in time, formerly lost in selling small orders. The salesman often has to wait while the customer fries a hamburger, fills a prescription, weighs a pound of potatoes, or answers the telephone. The customer may even keep the salesman waiting just to show his own importance.

Once the sell and deliver salesman has made the rounds and completed arrangements with customers he loses little, if any, time waiting. In many cases the store cashier pays the salesman without consulting the owner. We have seen many truck or sell and deliver salesmen bring in an armload of coffee cartons, stack them under the restaurant counter, and collect the money from the cashier with no more delay than a customer encounters in paying his meal check.

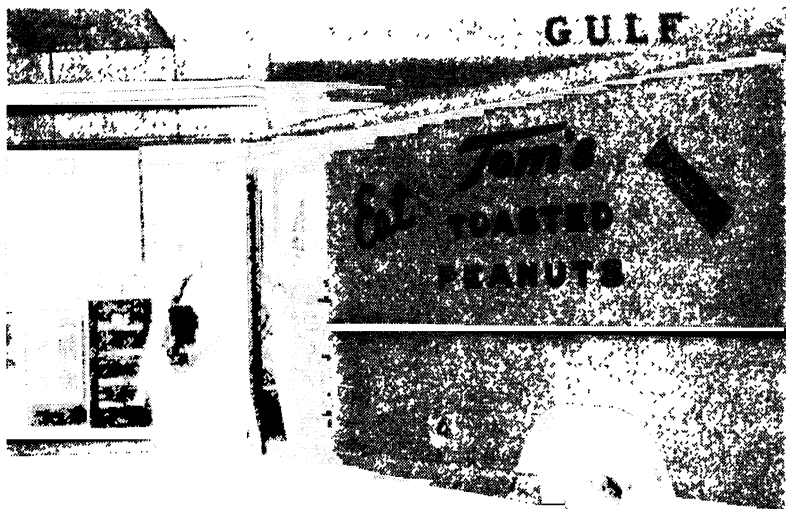
Waiting time is the salesman's greatest bugaboo. Estimates of the time lost waiting for customers varies according to the territory, and the type of business, but many sales managers agree that some salesmen spend no more than 2 hours a day face to face with a customer or prospect. But the truck salesman eliminates much of this lost time.

There are other savings in selling from a truck. A considerable part of the packing cost is saved. Billing and invoicing charges, credit losses, collection expenses are additional savings. If the merchandise lends itself to the sell and deliver plan there is much to be said for it.

Wider Distribution Made Easier: When salesmen are employed it is obviously unprofitable to call on many customers. Their orders are too small. For example: Many filling stations, or gasoline service stations, sell candy in small volume. The total candy sales of any given community add up to a considerable volume, but the cost of obtaining and maintaining distribution is often too high to leave any profit. Here the truck salesman seems to hold the answer to the problem. He can drive to a filling station, put in a dozen bars of candy, collect his money, and be on his way to the next customer in a few minutes.

Another factor which will probably increase truck salesmen's activities in the future is the increased cost of transportation. Express rates have increased appreciably. While parcel post

shipments have replaced much express business, there is still a need for quick delivery of many products.

Many small merchants and service businesses, such as restaurants, cafes, hotels, service stations, cannot be expected to maintain stocks by sending in mail orders; nor can many companies afford to send salesmen to them for small orders, then ship the merchandise and expect to collect for it later. With the sell and deliver method the transaction is completed at each call.

Sales of Tom Huston peanuts have been maintained at a high level by "sell and deliver" merchandising. One advantage of this type of selling is that salesmen are in an excellent position to get customers to display the products in the store.

Many Big Companies Use Sell and Deliver: Hormel and Company, Swift & Company, the Jewel Tea Company, many large bakeries, food products manufacturers, Tom Huston Peanut Company, The Lance Company—here are but a few large companies which have in the past built large volumes via the truck selling route. Duncan Coffee Company, aggressive coffee roasters of Houston, Texas, uses two methods. Small orders are delivered on the spot. Larger orders are booked for shipment later. Of course, the packing houses use both methods.

Service stations which carry a small line of automobile accessories and supplies depend mainly upon the arrival of a whole-

saler's truck to replenish stocks. In some parts of the country, hotel and butcher supply companies have built passenger bus bodies into a sort of traveling wholesale house. From these converted busses deliveries are made at the time of the sale. Continental Coffee Company, which specializes in restaurant and institution trade, has built a large business through frequent deliveries of small quantities of coffee. Its drivers usually know what each customer requires without any preliminary call.

Perhaps the widest use of this type of selling is made by the various news distributing companies, such as The American News Company and several affiliated companies, as well as other news distributors. In this case the salesman brings in the magazines, books, which each customer can sell. Returns are carefully watched so that when a given title fails to sell it is quickly taken off the delivery list.

The average druggist, tobacconist, billiard hall proprietor, or other small merchant who sells magazines and papers will not keep any records. He does not want to be bothered: hence the distributor does the entire job. At each visit the distributor's salesman rearranges the merchandise, picks up returns, and generally straightens the entire news and magazine department. Many observers believe that this excellent service has been an important factor in increasing the circulation of our big magazines.

It should be pointed out and emphasized that the customer in many cases does not even attempt to decide what shall be stocked. The salesman knows more about what sells and what does not sell than the customer himself. And this is perhaps the crux of the entire operation; without complete service many small buyers would not bother to buy the merchandise sold by the route salesmen.

Compensation of Delivery Salesmen: In larger cities many salesmen who operate from trucks are members of unions and their wages are set by collective bargaining.

When this occurs compensation arrangements are subject to union rule. Where driver salesmen are not members of a union, compensation arrangements are often set up to provide incentives to improve performance.

Straight salaries, salary and commission, salary and bonus, and straight commission plans are all used by different companies. Most favored arrangement is a basic salary, with extra compensation for definite performance results. Merit ratings for determining such bonuses are increasingly popular.

Some companies require salesmen to buy their own trucks. Other companies furnish trucks. One plan is to finance the truck for the salesman and permit him to pay for it out of earnings, with due compensation for use. Such a plan should be liberal enough to enable the salesman to accumulate funds toward paying for a replacement truck when it is no longer economical to operate the old one.

Bonding Salesmen: A number of companies require a cash deposit as a guarantee against loss where salesmen make collections. Others have bonding arrangements. The cash bond is, of course, simpler and less expensive from the company's standpoint, but some salesmen, who might be otherwise acceptable, do not have the required cash. Some companies do not require bonds, but investigate salesmen carefully. It is not always necessary to bond a salesman through a bonding company. A responsible friend or relative may be sufficient. Without a doubt the bonding company plan is better, for in case of a default it is usually extremely difficult to collect from a friend or relative.

Amount of bond should be at least equal to the average collections during one settlement period. If salesmen turn in collections daily this sum can be small. If the turn-in and settlement period is weekly or monthly, the bond must be larger.

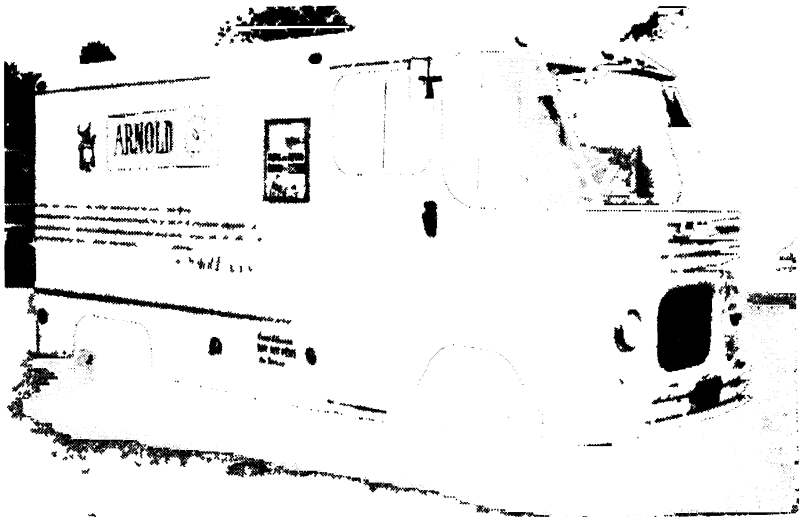
It is not prudent to employ a group of salesmen who collect money unless they are bonded. A certain number of men will default or get behind in payments and, without the protection of a bond, losses can quickly accrue to the point where the operation is without profit.

Training Driver Salesmen: Because many men recruited for jobs as driver salesmen have never had any previous selling experience it is usually necessary to provide thorough training for sell and deliver salesmen. Without such training the chances of success are slim, and there will be a high turnover, in some cases so high that the operation cannot be maintained at a profit.

There are almost as many training plans as there are companies operating in the field. Some companies start potential salesmen in the warehouse to learn the line and become familiar with the types and quantities of merchandise being sold. Unless there is a definite timetable and a schedule of promotions, many potentially good salesmen, often the very best prospects, will become discouraged waiting for a territory and resign rather than remain indefinitely in a warehouse. This is perhaps the greatest objection to the inside training plan. Too often men are

held in low-paying inside jobs too long; the best men leave before they have an opportunity for a try out as driver salesmen.

If a company has sufficient openings for salesmen occurring regularly and can promote men to sales jobs as fast as they actually familiarize themselves with the line, the warehouse plan seems to work reasonably well. But where men are put to work in warehouse, order-filling, or similar jobs, there to await a sales opening at some vague or distant date, the idea is almost hopeless. Men will not endure long training periods today, as they once did, unless the training job is a good job in itself.

It must be remembered that putting a man to work in a warehouse or similar job, with the promise that he will have a sales job as soon as a vacancy occurs, always seems, to the potential salesman, a means of getting a warehouse man cheaper than would otherwise be possible.

Delivery trucks make good mobile advertisements for many products. This truck carries three posters on each side for Arnold Bakeries, Inc.

Plan for Inside Training: Just putting a man to work filling orders, loading trucks, or putting away merchandise is not enough. There should be a regular training schedule. If the line is large the salesman's first study should be the price book. He should learn every price, for every quantity, variety, and "deal," if deals are included in the company's selling plan. He should

take an examination to prove his complete familiarity with all prices, terms, quantities, pack prizes, etc.

With the price book out of the way, move on to other subjects, such as company history, policy, selling methods, markets, types of customers sold. Once more an examination should be given to obtain a clue to the prospective salesman's ability to learn.

From this point the instruction should include the rudiments and principles of salesmanship. Give the young salesman one or two good books on selling for study. Set a time limit on completion of each book and give an examination at the end of the time set. Give a heavy penalty for failure to complete each section of the study course on schedule.

Training in Salesmanship: It must be admitted that some potentially excellent salesmen will not be studious. What they learn from books is limited. To overcome this tendency to dodge study of books on selling, many companies find it necessary to conduct classes in salesmanship with visual training aids.

Much time is often wasted on salesmanship classes. Too much time is taken up on the theories of salesmanship and many academic phases of the subject. What the new salesman needs to know, after he has learned the line is: How to introduce himself to the customer, what to say, what to show him, how to close.

In sell and deliver merchandising only the simplest forms of salesmanship need be used. It has been found time and again that the best way to teach salesmanship to green men is to tell them what others are doing. Case histories, therefore, are the quickest, perhaps the easiest, and certainly the most painless method of giving a new salesman some idea of what his job is all about.

If there is an executive who has been in actual sales work recently enough to understand current conditions let him describe several sales at each meeting. Encourage him to tell just what he did, what he said, what he showed the customer, any suggestions he made, and how he closed the order.

Then call in salesmen who are on the job and have them discuss recent sales, telling in minute detail what occurred at each sale. If the salesman does not volunteer information bring it out with questions. What sort of store was it? What was the buyer's attitude? What were his objections, if any?

There should be a session or two on company policy; another on reports, designed to sell the salesman on the importance and need for proper reports; a session on care, upkeep, driving, and safety measures for the truck or car used in the salesman's work.

It is a mistake to assume that because a man has been driving a truck or a car for a long time he knows the simple safety measures and the simplest facts about upkeep. Be sure that the salesman knows all the road rules, driving laws, parking and other regulations for the territory he covers. Make it clear that speeding, failure to stop, parking, and other fines will not be tolerated.

There should be one or two classes on outlets, planned to show the salesman how to find the out-of-the-way customers, how to work a town thoroughly, what unusual outlets may be worth while. Until a salesman has had long experience, or has been properly instructed, the tendency will be to visit only about 60 per cent of the potential outlets for the line. In these classes on outlets the salesman should be given a checklist to use in his work. This checklist should show every conceivable type of outlet, so that the salesman can refer to it before he marks off a town or a community as completely worked.

Handbook or Sales Manual Preparation: Companies which have made the greatest success in this field furnish all salesmen with a complete manual containing all the instructions needed by salesmen. This handbook should be in a form that is easy to carry, and indexed for ready reference. Many companies find that a book which will fit the glove compartment of an automobile, or which can be carried easily, is best.

The most common form is a loose-leaf binder to which new sheets may be added and old sheets removed easily. Basic data in the handbook includes, in most cases, complete product information on every item in the line. Reproductions of all forms used in the salesman's work, with instructions for completing the forms, mailing dates, purpose of the information, etc., are also a basic part of the manual.

Every possible contingency which the salesman may meet should be covered. The manual should include a section on what to do in case of an automobile accident, reports to be made, witnesses' addresses obtained, and so forth.

Sales Bulletins and Letters: Sell and deliver salesmen need a constant flow of news, ideas, suggestions, and inspirational messages. Like all other salesmen they become discouraged, lose faith in themselves and the line they are selling. They want to know what other salesmen are doing, how their sales stack up with other men, and what progress is being made in the company generally.

Sell and deliver salesmen are not students. Messages to them must be simple, brief, and easy to understand. A minimum of reading matter, with plenty of charts, illustrations, pictures of the men at work, plus figures showing results of various men's work, constitute the best material for bulletins.

Stand-by of all bulletins to salesmen is the tabulation of weekly or monthly standings of the men. This tabular record can be presented in more than one way. For example: One tabulation showing the standing of the men can be supplemented by another showing the men who made the greatest number of sales, the standing of men according to size of orders, number of new accounts opened, or standing of salesmen in relation to cost of selling.

There is an endless variety of methods for getting across the message the company wants to impress upon the men. Sales in relation to miles traveled; sales in relation to population of territories; sales in relation to number of outlets.

If the operation is large enough there should be one man assigned to travel with salesmen, study their work, report on methods and results, and prepare bulletin material which will be a vital help to the men in the field. Do not expect sell and deliver salesmen to read long dissertations on salesmanship, on business conditions, or anything very general. Every item sent to them in a house magazine or in bulletin or letter form should be closely related to their daily work. Unless it is, the men simply will not read it.

Selling and delivering from a truck is hard work. It requires a man of excellent physical stamina; he must make every minute count. Of necessity, his paper work, his reading, and all other activities, except actual selling, must be kept to a bare minimum. Unless this is done he will lose valuable time on paper work and reading which ought to be devoted to selling.

Stale Merchandise Problem: One of the secrets of the fabulously successful Hershey chocolate operation is that Hershey learned, many, many years ago, never to overstock a merchant to the point where he had stale candy on hand. This is one of the prime advantages of the entire sell and deliver development. Merchandise can be kept fresh and salable. Nothing hurts a product more than staleness; once a consumer buys a product which has gone stale on the shelves he is likely to stop buying that product.

Salesmen for many of the most successful sell and deliver companies are instructed to watch for and take up all stale, shop-

worn, soiled, frayed, or damaged merchandise. Simplest plan for this is to replace stale merchandise with new merchandise. This requires no bookkeeping for the merchant and means only a simple exchange at the warehouse or supply depot when the salesman turns in damaged merchandise.

Some record system must be set up to keep track of the amount of stale merchandise turned in by each salesman. Obviously, if too much stale merchandise comes back the salesman is not doing the right sort of job in selling, displaying, or placing it.

Shall Salesmen Own Trucks?: Many of the larger companies find it best to buy trucks; smaller companies often require each salesman to buy his own truck, then compensate him for its use on a basis that will insure his being able to buy a new one when the time arrives.

Here are some of the advantages of company-owned trucks: (1) Better prices and larger discounts may be obtained. (2) Company has complete control of truck, and all complications incident to changes in personnel are eliminated. (3) Recruiting salesmen is simplified when the company owns the truck. (4) Standard operating, servicing, and storage methods can be used.

The disadvantages are obvious. There is a heavy investment necessary; the men do not care for company-owned property as well as if it is their own. Operating costs are frequently higher when company owns trucks.

The advantages of salesman-owned trucks are: (1) Capital is released for other purposes. (2) Salesmen who can buy own trucks are likely to be more stable and reliable than other salesmen. (3) Operating costs may be lower; repairs and replacements are less frequent.

It is important that a truck delivering merchandise be kept spic and span, in good condition, and that it have some advertising value. Where men own trucks this may be neglected unless there is a standard upkeep and maintenance requirement, rigid inspections, and minute supervision.

When a salesman has purchased his own truck, then fails to produce enough business to warrant keeping him on the payroll, it is sometimes difficult to release the man. Arrangements must usually be made to buy his truck, or to repaint it to remove all company lettering in case he intends to keep it and engage in other work. There are other complications in dealing with salesmen where they own the trucks which may more than balance the

disadvantages of having a large investment in transportation equipment.

Recruiting Driver Salesmen: One sales manager reports excellent success in finding good driver salesmen in and around service stations. Many oil companies train young men carefully and teach them how to service customers. When such young men are ready for a bigger job it may not always be available; hence this sales manager keeps a close watch every time he has his car serviced. He has trained all supervisors and all his assistants to watch for such men. Some of his best producers were formerly attendants in gasoline stations.

Advertising in classified sections of metropolitan newspapers is another method for obtaining men. When this is relied upon there should be some method of screening undesirable men quickly, because applicants may come in such quantities that an exorbitant amount of time is required to interview them. One company gives each applicant a tough application blank to fill out before any interview is granted. In this blank there is a question which eliminates the fly-by-nights quickly.

Retail stores are another good field for recruiting salesmen. Ever since there have been traveling salesmen it has been natural for store salesmen to step into road jobs. It is reported that a high percentage of all truck salesmen came from retail selling jobs.

It must be remembered that selling and delivering merchandise from a truck is basically a young man's job. He must be physically active, alert, energetic. It is no job for a drone. In recruiting men some sales managers find that the small towns, even villages, often offer good prospects. Here there are young men who have not quite found themselves. They may have tried several part-time jobs, or seasonal jobs. Often small-town merchants and businessmen can come up with the names of two or three possible candidates.

Variations of Sell and Deliver Merchandising: In considering a possible entry into this field many careful calculations must be made. The very nature of the transactions means that the unit of sale must be relatively small. It must be small enough so that the purchase becomes a routine matter, and not one which requires careful and lengthy consideration. If the sell and deliver salesman spends more than 5 to 10 minutes at a stop, his volume cannot be maintained. And it is obvious that a sale which

can be completed in that many minutes must be a relatively minor transaction in the eyes of the buyer.

The fact that the transaction must be relatively minor means that the product must have good repeat value. Unless a high percentage of stops yields business at every visit, the method of selling and delivering at one stop will bog down under the weight of expense. Therefore the items sold in this manner must be well established and command steady, year-round sales.

While the field has grown and expanded and will probably continue to grow, there are many definite limitations to the type of merchandise which can be sold and delivered and collected for at one stop. Merchandise which sells steadily, supplies which are used steadily, or repair parts which are in constant demand seem to be about the limit of the field.

Chapter 31

EXCLUSIVE DISTRIBUTORS AND THEIR PROBLEMS

ALTHOUGH the decision of the United States Supreme Court in the Standard Oil Company (California) case restricted the granting of exclusive dealerships, a growing number of manufacturers look with favor upon this method of distribution. Not the least of the advantages of selling through exclusive dealers (when the practice does not monopolize a market) is that such an arrangement assures the manufacturer of a larger degree of promotional cooperation. Since an exclusive distributor or dealer reaps full benefits from any creative sales effort in the territory covered by his franchise, he is more inclined to share the cost of introducing a product and in maintaining a satisfactory volume of sales for it. There are two very good reasons for this: First, the profit that accrues to the dealer; and second, the fear of losing his franchise.

Where there are several competing dealers in a territory all handling the same product or line of products, it is only natural they are hesitant to spend their own money to build up demand for a manufacturer's brand. They imagine, sometimes with good reason, that by so doing they are helping their competitors as much as, or even more than, they are helping themselves. Consequently they are indifferent to home office promotions. This tends to force a manufacturer operating through selected dealers, but not exclusive dealers, to assume most of the expense of promoting sales within these territories. In some instances, where the product has good national coverage, that job can be done without excessive cost through national advertising. If the advertising is adequate to give fairly good penetration within a dealer's trading area, he will usually cooperate to some extent. He feels it is to his advantage to identify himself with the manufacturer's quality reputation. Most dealers want to be regarded as head-

quarters for favorably known nationally advertised brands. But the cooperation they give the manufacturer is usually limited to merchandising displays, radio and newspaper advertising over their own name, or occasionally to direct mailings to customer lists. Under the circumstances it is difficult, if not impossible, to make "packaged" promotions pay unless some measure of control rests with the manufacturer.

Since the Standard Oil decision some manufacturers have backed away from any agreement with either distributors or dealers which might be construed as being in restraint of trade. However, the matter can be handled without any written agreement, if there is that danger, by establishing a firm company policy. Under such a policy the company might refuse to service any dealer or distributor who enjoys exclusive sale of its products, if the dealer withholds advertising cooperation, fails to conduct his business along constructive lines, or engages in any sales activity which might be harmful to the interests of the manufacturer. While the Standard Oil decision strengthens the position of dealers who insist upon their right to handle competitive products, and therefore makes the job of the manufacturer somewhat more difficult, selling through one dealer in a territory does offer many advantages in marketing products, the sale of which requires considerable promotional effort.

In the final analysis, however, the success of a distribution plan built around one dealer in a territory depends upon the value which the dealer or distributor attaches to his franchise. And the value of the franchise depends upon the sales promotional support the manufacturer puts back of it. Coca-Cola bottling franchises, for example, are valued highly and bring fancy prices, because of the extensive advertising constantly being done for that beverage by the syrup manufacturer. On the other hand, exclusive franchises are valued lightly by dealers, when the product is not identified to the consumer or where it is not supported by national or, at least, regional sales promotion.

Types of Exclusive Dealers: Exclusive dealerships are most common in the distribution of products which require creative selling. Included in that classification are automobiles, office appliances, household equipment, clothing, building materials, machinery, and mill supplies, etc. When there is considerable service required after the product has been sold, for example, in the case of an oil burner, it is not unusual for the manufacturer to localize his national advertising. Instead of spending most of the promotional appropriation in magazines and national radio

broadcasts, it is customary to use newspapers in cities where there are well-established, aggressive dealers. These ads are run over the dealer's name. Sometimes the manufacturer pays the entire cost of this advertising, taking advantage, however, of the dealer's lower local rate, and sometimes the cost is divided—usually on a 50-50 basis. Rarely does the dealer pay the entire cost of such advertising. In most cases the lay-out, copy, and cuts are provided by the manufacturer.

When there is only one dealer or distributor in a trading area, the manufacturer can make special arrangements with his dealer or agent based upon sales and the extent of sales promotional cooperation the dealer agrees to give the manufacturer. Provided the arrangement with the dealer does not create a monopoly or restrain trade, such contracts are not contrary to the antitrust laws. Since the exclusive dealer has no competition within the area he serves, there can be no discrimination.

Patented products are usually distributed through sales agents who operate independently, yet work closely with the manufacturer. A typical set-up of this type is the National Cash Register Company. Its representatives operate their own businesses, employ their own salesmen, determine their own sales promotional policies, but their decisions are influenced by over-all company policy. It is important for agents to have the good will of the manufacturing company since they look to the manufacturer for financial assistance if the going gets tough. During a severe slump in business, for example, it is not uncommon for practically every sales agent to be in debt to the company. Naturally the home office insists upon the agent following any promotional plans it might develop.

In selling merchandise bought on impulse, exclusive agencies are less common. Some of the larger department stores, such as Marshall Field & Co., are more inclined to take on a line if they are assured of exclusive sales rights in the locality and will even go so far as to allocate advertising space to promote the sale of the product. As a rule, however, such advertising is paid for by the manufacturer. Hart Schaffner & Marx, Chicago clothing manufacturer, finds it desirable to distribute through exclusive dealers, and the prestige attached to that line of clothing gives the manufacturer considerable leverage in both opening and holding dealers. This same prestige, which is the result of long years of consistent national advertising, helps the manufacturer in securing a full measure of advertising cooperation from dealers. They usually maintain reliable mailing lists which they circularize with

style announcements furnished by the manufacturer, spend considerable of their own money for local tie-in advertising and outdoor bulletins. Dealers are proud to identify their stores with Hart Schaffner & Marx clothes.

In the industrial field exclusive agents or distributors are the most widely used method of distributing the product. Usually they carry no stock of the product. In some cases manufacturer's representatives do maintain a small inventory. When large inventories are required the agency is usually given to a mill supply house, which contacts the buyers and services them as well. Mill supply houses, because of the large number of items they sell, are not inclined to spend very much to promote a product, even though they may have exclusive sales rights in the territory for it. Some of the large houses get out catalogs, in which case they give more space to products they handle exclusively than they do to products they sell in competition with other local dealers. However, there is a growing tendency on the part of catalog dealers to charge the manufacturer for advertising space. Most manufacturers consider such advertising a good buy.

Still another type of exclusive dealer is the farm agent of which there are an increasing number. They carry no stock. Neither do they do much advertising. What they do is generally limited to "sniping"—highway signs tacked to barns and fences in the neighborhood. Some of the more progressive agents advertise regularly in local newspapers, but such advertising is not very effective even when a manufacturer's mat service is used.

Regardless of what type of exclusive dealer is used, the burden of creating demand for his products is largely upon the manufacturer. While the plan assures a larger degree of promotional cooperation than is the case where the product is sold by several dealers in a territory, it is seldom adequate to build the desired volume of territorial business. To suppose that because you go through dealers who have a vested interest in your product guarantees adequate promotional effort, without supporting national advertising and packaged sales promotions, is one of the greatest mistakes a manufacturer can make.

"Signing Up" Exclusive Dealers: It is the understandable aim of every company selling through one dealer in a territory to have the "best" dealer handle its products. For that reason prospective dealers are carefully checked, qualified, and rated. Unfortunately, however, the "best" dealer is very often committed to handling a competitive line on an exclusive basis, and

is not in a position to take on another line. This is especially true where the dealer has a rather large inventory of a competitor's product on the shelf. It is no longer legal to buy up competing merchandise as used to be the practice. But if the sales promotional program is sufficiently powerful, it is possible to get a dealer to agree to making the switch at some future time, and replace the competitor's merchandise with yours, gradually. It takes something more than a good product and run-of-the-mill promotional help to get any dealer who has become identified with a well-advertised line to change over to another.

There are, in nearly every territory, up-and-coming dealers, who might not be rated quite as well as the one considered "best" but who are more aggressive and, in the long run, better distributors. The well-entrenched, highly rated dealer has usually reached an age where he is more interested in holding trade than in going out after new trade. But younger men are more promotion-minded, and more awake to the benefits which accrue to those who cooperate with their source of supply. Dealers of this type attach more importance to handling fast-turning lines, and will take on a line even if the margin of profit is not what they think it should be, for prestige reasons. It takes some effort to locate these dealers, but a company which is fortunate enough to have a number of such outlets is in an excellent position to carry nation-wide promotions through to success.

The Presentation Portfolio: Signing up dealers to distribute a product, or a line of products, on an exclusive basis requires a high order of salesmanship. Not only must the dealer be "sold" on taking on the line, but he must be enthusiastic about its possibilities. If that is not done it is unlikely the dealer will put much promotional effort back of it. As a result the line will move slowly and the dealer may decide he made a mistake. Turnover in dealers is just as costly as turnover in salesmen, and should be held down by doing a thoroughgoing selling job in the beginning.

Salesmen responsible for opening new accounts require a special presentation which emphasizes opportunity—not just an opportunity to make money (important though that may be), but an opportunity to better serve the people in the community, and to build prestige for the store. The most effective presentations are those which tell what other dealers have done with the line, how they have done it, and what the line means in terms of customer satisfaction as well as store profits. If the line offers traffic building possibilities that fact should be played up. The

repeat qualities—representing satisfied customers—need heavy underscoring, especially if competitive products have not been giving as much customer satisfaction as the dealer has a right to expect. There is always a good chance that, for one reason or another, a dealer may be getting complaints about a competitor's product and has secretly resolved to switch to another line at the first opportunity.

Portfolios intended to help a salesman open up exclusive accounts, especially those which involve a considerable purchase of merchandise at the outset, should be impressive in size, and loaded down with FACTS. The facts should be dramatized but not overdramatized. The first page of the portfolio should be slotted to hold a typewritten survey of potential sales in the dealer's own territory, based upon data prepared by the home office sales research department. The letters can be quickly changed to fit different communities or markets the salesman may be working, and they have the highly desirable purpose of making it easy for the salesman to come to the profit part of his sales talk at the beginning rather than the end. The first job to be done is to make a dealer dissatisfied with the share of business he is currently getting; then tell him about your line, the advertising and promotional support given it, and how that support, plus a fast repeating product, adds up to leadership. The stage should be set in the presentation for promoting the product, for merchants today want to know how to sell the product, as well as being told what they *can* sell.

A Sales Manager for the Month: The results a dealer gets from a line he sells exclusively depend on many things, some of which have nothing to do with the product or the way the manufacturer promotes it. The *kind* of sales effort the dealer puts back of the line is equally important, and the place to awaken him to the need of unusual effort is at the time he is first sold. It is desirable that when the dealer takes on the line an aggressive effort will be made to introduce it to the store's customers. Yet not many stores today are doing an aggressive sales job. Dealers are inclined to think of themselves as "distributors" rather than "sales managers." To bring about a change in viewpoint, and at the same time pave the way for an influx of new energy and talent, one manufacturer embarked upon a program (following that pioneered by the Gamble-Skogmo stores) of getting dealers to appoint a lively clerk or assistant to act as store sales manager for the month. He is in charge of all promotions, as well as

establishing his own sales and expense budget for the month. Measures of his success are the store's expenses and sales volume. Naturally he will want to take advantage of every opportunity to get a good sales increase. This particular manufacturer, who sold children's wear, suggested that one way these sales managers for the month could pick up extra volume was to push his line of children's wear. Too much emphasis in retailing today is on buying, when it should be on selling. In the case of a nationally advertised line, which a dealer is committed to carry and push, buying is relatively unimportant.

The old saying that "goods well bought are half sold" is only partly true today. It takes a lot of promotion know-how to succeed in business under present competitive conditions.

Westinghouse Contest for Dealers' Personnel: Educating the exclusive dealer in the sales points of new products as well as getting them to do a good merchandising job is another problem. When Westinghouse introduced a new heat and sun lamp, it was quite successful in getting acceptance for the product, both at the distributor and dealer levels, by putting on three simple prize contests. One contest was an essay competition for dealers' salespeople where prizes were awarded for the best answers to 14 pertinent questions. The contest was conducted by their distributor, in cooperation with the Lamp Division of the Westinghouse Electric Corporation. Informative booklets giving the salesmen all the details needed to enter the contest were supplied. The prize offer made sure that as many new dealers and their salespeople read it as possible. An effort was also made to get the salespeople to practice on the lamp in the store before attempting to answer the questions. The prize money awarded amounted to $1,000. There were also prizes for the best window and store displays for the new product.

An interesting angle to this Westinghouse contest was the inexpensive way it was promoted. Instead of flamboyant broadsides announcing the contest to the distributors and dealers, all the required information was produced in a sheaf of mimeographed sheets, each sheet different in color, and sized so that when assembled they looked like a ladder. The heading read, "What to Do and Who's to Do It in the Big $1,000,000 Sell Select-O-Ray Drive." The titles on seven sheets in the brief, each of which showed on the front, were:

1. What Headquarters Does.
2. What Wemco District Agency Sales Division Does.

3. What Wemco District Sales Promotion Division Does.
4. What Distributor Appliance Sales Manager Does.
5. What Distributor Promotion Manager Does.
6. What Distributor Salesman Does.
7. What You Should Consider.

The instructions to each factor in the drive were to the point and brief. Here, for example, is the work assignment to the Westinghouse District Sales Promotion Division, the key unit in the drive:

1. INSTRUCT DISTRIBUTOR SALESMAN

   Hold meetings ... demonstrate sales features of SELECT-O-RAY ... how it's used ... who are prospects ... all pointing toward getting distributor salesmen to do the same with dealer salesmen. Make sure your entire sales staff knows the full details of the program—that during the weeks of January 27 and February 3 they get all dealers to tie-in with Malone radio promotion and Westinghouse newspaper advertising by displaying SELECT-O-RAYS and conducting local newspaper and radio advertising.

2. GET PROMPT DELIVERIES TO DEALERS

   This is vitally important ... a 2-week drive to get dealers can't succeed unless deliveries are *fast*. You have the stocks. Can you get them delivered in 24 hours?

3. REPORT PROGRESS IN GETTING DEALER COVERAGE

   This is a *must* if you are to get for your dealers their full share of advertising support. Send reports to Wemco District Agency Sales Managers. *In addition,* Wemco Appliance Managers should send reports to J. T. Urban, New York.

Motivating Exclusive Dealers: Since the principal advantage of distributing through exclusive dealers is the greater interest they take in working closely with the manufacturer, so far as sales promotional programs are concerned, it is important that no stone be left unturned to make such promotions profitable to them. Exclusive dealers, like all dealers, need continuing motivation. They soon fall into the habit of waiting for things to happen, instead of making them happen. An editor of *American Business* made a check of several small towns to determine which types of retailers were most aggressive and most prosperous as a result of using modern promotional techniques. The only businesses which seemed up to date were the several automobile dealers; the Frigidaire, Westinghouse, and GE dealers; the International Harvester dealer; and the better filling stations. In every case the prosperous dealers were the ones who followed the advice and instruction of big business. He took occasion to make a special check of the Frigidaire and Maytag dealer in one town, who seemed fabulously successful, considering his limited market. Here's what a banker told him: "This

fellow is smart. Whenever the factory has a district meeting he is there. He comes home and does exactly what they recommend. The result is that he sells almost as many appliances as all the other dealers in town combined."

Bankers can do a lot to help retailers, especially those operating under an exclusive dealer franchise, to be better promoters. When a weak dealer comes to borrow money the banker should insist that the dealer follow the merchandising policies laid down by the big companies whose sales franchises he holds. Business has not always done a good job of selling dealers on the true value of the franchises they hold.

Ralston Purina is a good example of a company which works closely with its dealers. In one small community there had been three successive failures in feed stores. Then Ralston Purina moved in and obtained a dealer willing to follow Ralston Purina's tested methods. In a couple of years that dealer was prospering despite dire predictions to the contrary. Today there are three prosperous feed stores in the community, and while Ralston leads them all, it was Ralston's merchandising help to the pioneer dealer which made the other two stores possible. Bankers know that such a franchise is good collateral for loans, because they have seen with their own eyes that a carload of Ralston Purina products loses no time in moving into consumption.

Sometimes it is necessary to give dealers a definite quota of sales they are expected to make in order to hold their franchise. This works very well when the franchise is considered of great value, or where the dealer knows his competitor would take on the franchise in a minute if he should lose it. However, more often than not, dealers are besieged by manufacturers to take on their line, and they are not concerned over the possibility of losing one that is not too profitable. For that reason most companies selling through exclusive dealers are inclined to concentrate on making the franchise so valuable that no good dealer can afford to lose it. This calls for a fast-moving program of sales promotion, backed by local advertising, featuring the dealer as the territorial distributor.

Depreciation and Cost Table

Original Cost	Value in 10 Years	Yearly Deprecia-tion*	Annual Interest	Yearly Cost	Monthly Cost	Daily Cost
$ 1 00	$ 0 25	$ 0 08	$ 0 06	$ 0 14	$ 0 01	$ 0 0003
2 00	50	15	12	27	02	0007
3 00	75	23	18	41	03	001
4 00	1 00	30	24	54	05	0017
5 00	1 25	38	30	68	06	0020
10 00	2 50	75	60	1 35	11	0037
30 00	7 50	2 25	1 80	4 05	34	01
50 00	12 50	3 75	3 00	6 75	56	02
75 00	18 75	5 63	4 50	10 13	84	03
100 00	25 00	7 50	6 00	13 50	1 13	04
125 00	31 25	9 38	7 50	16 88	1 41	05
150 00	37 50	11 25	9 00	20 25	1 69	06
175 00	43 75	13 13	10 50	23 63	1 97	07
200 00	50 00	15 00	12 00	27 00	2 25	08
225 00	56 25	16 88	13 50	30 38	2 53	08
250 00	62 50	18 75	15 00	33 75	2 81	09
275 00	68 75	20 63	16 50	37 13	3 09	10
300 00	75 00	22 50	18 00	40 50	3 38	11
325 00	81 25	24 38	19 50	43 88	3 66	12
350 00	87 50	26 25	21 00	47 25	3 94	13
375 00	93 75	28 13	22 50	50 63	4 22	14
400 00	100 00	30 00	24 00	54 00	4 50	15
425 00	106 25	31 88	25 50	57 38	4 78	16
450 00	112 50	33 75	27 00	60 75	5 06	17
475 00	118 75	35 63	28 50	64 13	5 35	18
500 00	125 00	37 50	30 00	67 50	5 63	19
525 00	131 25	39 38	31 50	70 88	5 91	20
550 00	137 50	41 25	33 00	74 25	6 19	21
575 00	143 75	43 13	34 50	77 63	6 47	22
600 00	150 00	45 00	36 00	81 00	6 75	22
625 00	156 25	46 88	37 50	84 38	7 03	23
650 00	162 50	48 75	39 00	87 75	7 31	24
675 00	168 75	50 63	40 50	91 13	7 59	25
700 00	175 00	52 50	42 00	94 50	7 87	26
725 00	181 25	54 38	43 50	97 88	8 16	27
750 00	187 50	56 25	45 00	101 25	8 44	28
775 00	193 75	58 13	46 50	104 63	8 72	29
800 00	200 00	60 00	48 00	108 00	9 00	30
825 00	206 25	61 88	49 50	111 38	9 28	31
850 00	212 50	63 75	51 00	114 75	9 56	32
875 00	218 75	65 63	52 50	118 13	9 84	33
900 00	225 00	67 50	54 00	121 50	10 12	34
925 00	231 25	69 38	55 50	124 88	10 41	35
950 00	237 50	71 25	57 00	128 25	10 69	36
975 00	243 75	73 13	58 50	131 63	10 97	37
1,000 00	250 00	75 00	60 00	135 00	11 25	38
2,000 00	500 00	150 00	120 00	270 00	22 50	75
3,000 00	750 00	225 00	180 00	405 00	33 75	1 13
4,000 00	1,000 00	300 00	240 00	540 00	45 00	1 50
5,000 00	1,250 00	375 00	300 00	675 00	56 25	1 88
10,000 00	2,500 00	750 00	600 00	1,350 00	112 50	3 75
25,000 00	6,250 00	1,875 00	1,500 00	3,375 00	281 25	9 38
50,000 00	12,500 00	3,750 00	3,000 00	6,750 00	562 50	18 75
100,000 00	25,000 00	7,500 00	6,000 00	13,500 00	1,125 00	37 50
500,000 00	125,000 00	37,500 00	30,000 00	67,500 00	5,625 00	187 50

Based on 7½% of Full Cost

Chapter 32

PROMOTING SALES THROUGH SPECIALTY STORES

IN spite of the rapid growth of chain and department stores, especially in the smaller cities, the well-managed specialty store is more than holding its own. Some people still prefer to go to an electrical store to buy a lamb bulb, rather than to a drug store or the grocer's. The trend among retailers to spread in all directions, until the store resembles a variety store, has a good deal to do with the success of merchants who handle one line, and make it their business to know that line thoroughly. So while we find electrical refrigerators being sold by cold storage plants, department stores, and even garages in some cities, the average home owner prefers to buy his refrigerator from a recognized dealer or utility company which specializes in the installation and servicing of such equipment.

In the same way there are thousands of independent druggists who have built up prosperous businesses in the very shadow of a big chain store, on personality and superior service. People like to do business with the man who owns the store. They feel their business is important to him, and his desire to please is usually reflected in the way he treats customers. The human equation is just as important in retailing as in any other type of selling.

The great handicap which the average specialty store has in competing with mass distributors is not price, as so many suppose, *but getting people into the store.* Americans like low prices as well as anyone, but a high percentage of shoppers are glad to pay a little more for better service than they might get from a mass distributor who operates on the principle that goods well displayed sell themselves. A man planning to decorate his home might conceivably go to a chain store and buy the paint and supplies he needs for less than he would have to pay at his neigh-

borhood paint store. But stores specializing in paints are usually owned by a practical painter, and his advice and suggestions on painting are invaluable to an amateur home decorator. People who have a home painting job to do often buy the paint and brushes they need when they happen to be in a chain store for some other reason; whereas the only reason they would go to the paint store, and expose themselves to the owner's personality and desire to help, would be to buy paint, or a brush, or other supplies. So the problem of the painter who operates a paint store, like all retailers specializing in a particular type of merchandise, is building store traffic—getting people in town or in the neighborhood to think *first* of his store when they are in the market for the things he sells. That can best be done by promoting service and values, rather than price, in which area the mass distributor has the edge by virtue of larger buying power.

Importance of Store Services: Some independents fail to successfully compete with price-cutting competitors, because they themselves overrate the importance of price and underrate the importance of customer service—which includes being able to offer a larger selection of quality products, adequate stocks, better merchandising methods, ability to help the customer buy to better advantage, and so on.

The whole history of merchandising in this country proves that people are willing to pay for service. Europeans think it important to buy merchandise a few cents cheaper, as evidenced by the growth over there of consumer co-ops. But here in America one needs only to look at the dairy business to see the difference. In nearly every city milk depots, where milk may be bought at less than delivered prices, eke out a bare existence, while dairies which deliver the milk to your doorstep every morning (for a charge) thrive. And it is not unusual in the dairy business to see newcomers, who are able to offer a better grade of milk and dairy products at the same price, outdistance established competitors simply because, being new and eager to build up a business, they offer and give better service.

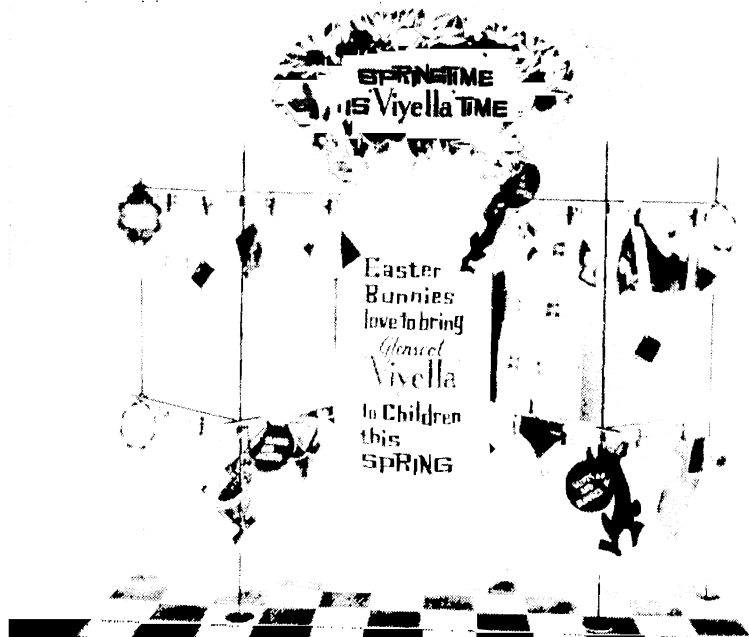
So in planning a promotional activity to help specialty stores increase their sales of a line of quality products, the manufacturer has a distinct advantage. Every merchant who has cut his eyeteeth in retailing knows that the least desirable of all trade (for a specialty store) is the shopper who is here today and across the street tomorrow, where he can buy for a few cents less. On the other hand, the most desirable of all customers are those who

buy values rather than price, and who when they find a source of supply that offers good values and store service, become boosters and lifelong customers. It is therefore good sales strategy, in helping dealers who operate specialty stores, to aim the promotion at those people. True, there may be fewer of them, and getting them into the store is not always easy, but it pays off in the long run for both the manufacturer and the dealer.

It is for these reasons that the most successful promotions in the independent retailing field *first* aim to build store traffic among people who are willing to pay a little more for better service; and *second*, make it easier for the customer to buy wisely after he is in the store. This last point is especially important to manufacturers of quality products, since it has to do with helping the merchant or dealer do a more effective job *at the point of purchase*. This is recognized as the weak point in the distribution process.

PLANS FOR INCREASING STORE TRAFFIC

While the importance of display as a source of retail sales may be overrated, the claim has been made that one-third of the average store's sales are made by suggestion. That is to say, for every $2 spent in the store by people who come in to buy a specific thing, they spend an extra dollar while in the store for something they see advertised on the wall, displayed on the counter, or suggested to them by the salesperson. We know, for example, that druggists, stationers, and others consider the newsstand in their stores of great value, not because they make a lot of money selling a man a newspaper or a magazine, but because it brings people into the store. A man who comes in to buy the evening paper may, and often does, end up buying a box of cigars, a quart of ice cream, a box of candies, a tube of shaving cream, or a flock of coat hangers if they happen to be on display at the time. He may even buy some drugs.

In the same way big city stores spend considerable money to let the local garden club hold its floral arrangement contest in the store, even furnishing table linen and table silver for the contestants at no charge, not because the store expects to sell a lot of flowers, but because it brings a desirable class of potential buyers into the store, where they are exposed to displays of furniture, draperies, gifts, and clothing. Such exposure usually results in purchases.

A somewhat difficult presentation problem was efficiently solved for Starr-Hollywood Ltd., by a display which shows off the clothing in a neat, orderly way and allows ample space for copy.

More and more specialty, as well as department, stores are building meeting rooms over the store, or adjacent to the store, where civic and church groups can meet without cost or obligation. This device for increasing store traffic seems destined to grow in popularity. Some manufacturers, including at least one maker of photographic goods, provide dealers with the promotional materials needed to organize and conduct local camera clubs whose meetings are held in the store's "Hobby Room." The "pay-off" comes in offering a ticket for the lectures in the club rooms with every $15 purchase of supplies in the store. Local camera enthusiasts give the lectures with the help of outline talks prepared by the manufacturer. Other promotional ideas used by Arel, Inc., to assist dealers, according to an officer of the company, are:

The tried and true demonstrator method has consistently proved effective. We have arranged, therefore, demonstrators of oil colors in various stores, coloring snapshots and photographs. Backed by a little advertising, in some instances stores have done, with this demonstrator, more business with these colors in 1 week than

they previously did in a year. In smaller cities, it has proved effective to have the colorist use the customers' own pictures as samples. The personal touch is most effective.

In the sale of motor-driven toy movie projectors, retailing from $15 to $50, we have found it most effective to rig up the projector with a continuous belt so that movies are being shown constantly. Despite the fact that most of the customers are adults, cartoons nevertheless draw the largest crowd. Where possible, we like to include some color pictures in the continuous demonstration. The double use of color and motion almost always works, as is generally known.

Many camera stores use a spiff. In experimenting we discovered that it is foolish to offer one to the clerks on basic merchandise as that will be sold anyhow. It is the accessory items, like auxiliary lenses, which show tremendous increases when backed by a clerk's PM.

Several dealers have found it profitable to keep a book in the back of the store in which they list all new items received daily. Customers have learned to walk back and look at the last day's entries and also flip back the previous pages to see what new items might interest them. Some dealers have used a bulletin board merely listing the very current new items, but the book has proved more effective as the customers are able to go back for a considerable period. It is recommended that the book or bulletin board be placed in the back of the store to get the customers inside.

It has also proved effective to have a bulletin board featuring new items for the salespeople in the store.

It has proved effective to include folders on accessories in the original box of new items. When a camera is sold, for example, if the clerk forgets to mention extra lenses or filters, the consumer finds illustrated folders on both of these units with his camera instruction sheets. In the case of filters, it has proved very effective to have circulars enclosed with each package of finishing, calling the value of filters to the consumer's attention so that they will ask clerks about them.

Where possible, we recommend that each dealer keep an inventory list of every good customer's equipment. This list can be used for numerous personalized promotions and selling. It has proved extremely effective to send a letter early in the fall to the family and close friends of top customers suggesting a photographic item as a Christmas gift and listing various items in different price ranges that the dealer knows were things the individual did want. This is followed up by two other letters before Christmas, and the percentage of sales against same is astonishing.

Helping Dealers to Meet Competition: It is not generally realized by manufacturers that their dealers have just as much of a competitive sales problem as their own salesmen. In fact, some sales managers seem to figure that when the company appropriates a large sum of money for national advertising, and their salesmen get the product into distribution, their job is pretty well done. The national advertising, they think, will move the goods out of the store regardless of competition. When the goods don't move, they blame the dealer. He is not on his toes.

He is a poor merchandiser. He has a bad location. The fact that the dealer has never been given factual data with which to meet competitive situations at the point of sale seldom occurs to them.

An exception is the Parker Pen Company which has spent as much as $25,000 to make a survey, the primary purpose of which was to help dealers to demonstrate the acceptance its pens had with folks in the store locality. On one occasion, for example, an independent research organization was retained to make a nationwide survey of pen preferences.

Advertising space was used in *The Saturday Evening Post* for the purpose. A gift was offered to readers who filled out and mailed the question-coupon in the ad and 71,236 replies were received. To everyone who filled in the questionnaire a leatherette address book was mailed, although the recipients could not tell from the ad whether they were going to receive a washing machine or a bobby pin. The questionnaire was worded as follows:

1. What make (or brand) of fountain pen do you own?
2. Did you buy it, or was it a gift?
3. If you were to buy a fountain pen, which make would you choose?
4. What brand of writing ink do you now use?
5. What brand of ink will you buy next?
6. What make (or brand) of watch do you own?
7. Did you buy it or was it a gift?
8. What make (or brand) of watch would you choose?
   For yourself?
   Gift for man?
   Gift for a woman?
9. Check if you plan to buy in the next 6 months:
   For yourself? ☐ Gift, man? ☐ Gift, woman? ☐

NAME
(*Please print*)

STREET

CITY

COUNTY

STATE

Table of Dozen and Single Prices

Dozen	Each	Dozen	Each	Dozen	Each	Dozen	Each
$0 05		$3 80	$0 31 2/3	$7 55	$0 62 11/12	$11 30	$0 94 1/6
10		3 85	32 1/12	7 60	63 1/3	11 35	94 7/12
15	$0 01 1/4	3 90	32 1/2	7 65	63 3/4	11 40	95
20	01 2/3	3 95	32 11/12	7 70	64 1/6	11 45	95 5/12
25	02 1/12	4 00	33 1/3	7 75	64 7/12	11 50	95 5/6
30	02 1/2	4 05	33 3/4	7 80	65	11 55	96 1/4
35	02 11/12	4 10	34 1/6	7 85	65 5/12	11 60	96 2/3
40	03 1/3	4 15	34 7/12	7 90	65 5/6	11 65	97 1/12
45	03 3/4	4 20	35	7 95	66 1/4	11 70	97 1/2
50	04 1/6	4 25	35 5/12	8 00	66 2/3	11 75	97 11/12
55	04 7/12	4 30	35 5/6	8 05	67 1/12	11 80	98 1/3
60	05	4 35	36 1/4	8 10	67 1/2	11 85	98 3/4
65	05 5/12	4 40	36 2/3	8 15	67 11/12	11 90	99 1/6
70	05 5/6	4 45	37 1/12	8 20	68 1/3	11 95	99 7/12
75	06 1/4	4 50	37 1/2	8 25	68 3/4	12 00	1 00
80	06 2/3	4 55	37 11/12	8 30	69 1/6	12 05	1 00 5/12
85	07 1/12	4 60	38 1/3	8 35	69 7/12	12 10	1 00 5/6
90	07 1/2	4 65	38 3/4	8 40	70	12 15	1 01 1/4
95	07 11/12	4 70	39 1/6	8 45	70 5/12	12 20	1 01 2/3
1 00	08 1/3	4 75	39 7/12	8 50	70 5/6	12 25	1 02 1/12
1 05	08 3/4	4 80	40	8 55	71 1/4	12 30	1 02 1/2
1 10	09 1/6	4 85	40 5/12	8 60	71 2/3	12 35	1 02 11/12
1 15	09 7/12	4 90	40 5/6	8 65	72 1/12	12 40	1 03 1/3
1 20	10	4 95	41 1/4	8 70	72 1/2	12 45	1 03 3/4
1 25	10 5/12	5 00	41 2/3	8 75	72 11/12	12 50	1 04 1/6
1 30	10 5/6	5 05	42 1/12	8 80	73 1/3	12 55	1 04 7/12
1 35	11 1/4	5 10	42 1/2	8 85	73 3/4	12 60	1 05
1 40	11 2/3	5 15	42 11/12	8 90	74 1/6	12 65	1 05 5/12
1 45	12 1/12	5 20	43 1/3	8 95	74 7/12	12 70	1 05 5/6
1 50	12 1/2	5 25	43 3/4	9 00	75	12 75	1 06 1/4
1 55	12 11/12	5 30	44 1/6	9 05	75 5/12	12 80	1 06 2/3
1 60	13 1/3	5 35	44 7/12	9 10	75 5/6	12 85	1 07 1/12
1 65	13 3/4	5 40	45	9 15	76 1/4	12 90	1 07 1/2
1 70	14 1/6	5 45	45 5/12	9 20	76 2/3	12 95	1 07 11/12
1 75	14 7/12	5 50	45 5/6	9 25	77 1/12	13 00	1 08 1/3
1 80	15	5 55	46 1/4	9 30	77 1/2	13 05	1 08 3/4
1 85	15 5/12	5 60	46 2/3	9 35	77 11/12	13 10	1 09 1/6
1 90	15 5/6	5 65	47 1/12	9 40	78 1/3	13 15	1 09 7/12
1 95	16 1/4	5 70	47 1/2	9 45	78 3/4	13 20	1 10
2 00	16 2/3	5 75	47 11/12	9 50	79 1/6	13 25	1 10 5/12
2 05	17 1/12	5 80	48 1/3	9 55	79 7/12	13 30	1 10 5/6
2 10	17 1/2	5 85	48 3/4	9 60	80	13 35	1 11 1/4
2 15	17 11/12	5 90	49 1/6	9 65	80 5/12	13 40	1 11 2/3
2 20	18 1/3	5 95	49 7/12	9 70	80 5/6	13 45	1 12 1/12
2 25	18 3/4	6 00	50	9 75	81 1/4	13 50	1 12 1/2
2 30	19 1/6	6 05	50 5/12	9 80	81 2/3	13 55	1 12 11/12
2 35	19 7/12	6 10	50 5/6	9 85	82 1/12	13 60	1 13 1/3
2 40	20	6 15	51 1/4	9 90	82 1/2	13 65	1 13 3/4
2 45	20 5/12	6 20	51 2/3	9 95	82 11/12	13 70	1 14 1/6
2 50	20 5/6	6 25	52 1/12	10 00	83 1/3	13 75	1 14 7/12
2 55	21 1/4	6 30	52 1/2	10 05	83 3/4	13 80	1 15
2 60	21 2/3	6 35	52 11/12	10 10	84 1/6	13 85	1 15 5/12
2 65	22 1/12	6 40	53 1/3	10 15	84 7/12	13 90	1 15 5/6
2 70	22 1/2	6 45	53 3/4	10 20	85	13 95	1 16 1/4
2 75	22 11/12	6 50	54 1/6	10 25	85 5/12	14 00	1 16 2/3
2 80	23 1/3	6 55	54 7/12	10 30	85 5/6	14 05	1 17 1/12
2 85	23 3/4	6 60	55	10 35	86 1/4	14 10	1 17 1/2
2 90	24 1/6	6 65	55 5/12	10 40	86 2/3	14 15	1 17 11/12
2 95	24 7/12	6 70	55 5/6	10 45	87 1/12	14 20	1 18 1/3
3 00	25	6 75	56 1/4	10 50	87 1/2	14 25	1 18 3/4
3 05	25 5/12	6 80	56 2/3	10 55	87 11/12	14 30	1 19 1/6
3 10	25 5/6	6 85	57 1/12	10 60	88 1/3	14 35	1 19 7/12
3 15	26 1/4	6 90	57 1/2	10 65	88 3/4	14 40	1 20
3 20	26 2/3	6 95	57 11/12	10 70	89 1/6	14 45	1 20 5/12
3 25	27 1/12	7 00	58 1/3	10 75	89 7/12	14 50	1 20 5/6
3 30	27 1/2	7 05	58 3/4	10 80	90	14 55	1 21 1/4
3 35	27 11/12	7 10	59 1/6	10 85	90 5/12	14 60	1 21 2/3
3 40	28 1/3	7 15	59 7/12	10 90	90 5/6	14 65	1 22 1/12
3 45	28 3/4	7 20	60	10 95	91 1/4	14 70	1 22 1/2
3 50	29 1/6	7 25	60 5/12	11 00	91 2/3	14 75	1 22 11/12
3 55	29 7/12	7 30	60 5/6	11 05	92 1/12	14 80	1 23 1/3
3 60	30	7 35	61 1/4	11 10	92 1/2	14 85	1 23 3/4
3 65	30 5/12	7 40	61 2/3	11 15	92 11/12	14 90	1 24 1/6
3 70	30 5/6	7 45	62 1/12	11 20	93 1/3	14 95	1 24 7/12
3 75	31 1/4	7 50	62 1/2	11 25	93 3/4	15 00	1 25

Since there are, or were, 109 different brands of fountain pens on the market, the company took a chance on how the final tabulation would look. But it showed 32.7 per cent of the pen owners who returned the questionnaire owned Parker pens; 80.2 per cent were satisfied with their Parker pens; 57.7 per cent of those owning Parker pens received them as gifts; 42.6 per cent of those replying stated, and this was important to dealers, that the next pen they bought would be a Parker. This information, when tabulated, was charted and furnished to all dealers for use in convincing hesitant customers that they would make no mistake if they bought a Parker, either for themselves or as a gift.

Getting Merchants to Poll Customers: A simple merchandising idea, which seldom fails to build business for a store owner who must watch his advertising dollars closely, is to invite the folks in the trading area to help decide what merchandise the store should carry. This stunt gives suppliers a chance to have their products listed in the letter, and it usually encourages the store owner to stock the full line, whereas previously he might have carried only a few items. A typical letter of this type, used by the Sunshine Feed Store of Washington Court House, Ohio, but with only about half the products which were used shown, follows:

Dear Friend

We need your help

It is our earnest desire to serve you and your neighbors to the fullest extent and in the best possible way To accomplish this, we want to stock those items of merchandise which you may be able to use

We will appreciate it if you will check the items of merchandise you are interested in now or in the near future, which we may be able to procure for you This in no way, however, obligates you to purchase these items from our store

When you have indicated your desires, just put this letter in the attached envelope, which requires no postage, and send it back to us, or if you can bring this letter to our store we have a souvenir for you

Pay us a visit! We will be glad to see you! We can help you, by you helping us

Sincerely,

SUNSHINE FEED STORE

Check items you would like to see your Sunshine Store carry Some of these items are already in stock

FARM AND HOME ITEMS

1. ---Washing Machines
2. ---Electric Irons
3. ---Electric Toasters
4. ---Electric Hot Plates
5. ---Wearever Aluminum
6. ---Pressure Cookers
7. ---Bicycles, Boys and Girls
8. ---Flashlights
9. ---Low Temperature Food Freezers
10. ---Paint, Paint Supplies
11. ---Radios
12. ---Automobile Seat Covers
13. ---Lawn Mowers
14. ---Power Mowers
15. ---Wheelbarrows
16. ---Garden Hose, Rakes, Shovels
17. ---Electric Fence Controller
18. ---Cultivators, Hand
19. ---Seeders
20. ---Garden Hose
21. ---Pump Jacks
22. ---Pruning Shears
23. ---Air Compressors
24. ---Cedar Kennel Bedding
25. ---Garden Sprayers
26. ---Insecticides, Spray and Dust Mat.
27. ---Tractor Wheel Cleaners
28. ---Fertilizers
29. ---Electric Water Heaters
30. ---Electric Light Bulbs
31. ---Cement Mixers
32. ---Water Softener
33. ---Tractor Air Pumps
34. ---Roofing
35. ---Fencing and Fence Posts
36. ---Staples
37. ---Rope
38. ---Rat Poison
39. ---Warehouse and Home Scales
40. ---Sump Pumps

Proctor Electric "Lady Be Seated" Promotion: A standard technique used to get buyers into dealers' stores is the advertising "deal." A manufacturer who suspects sales could be increased if dealers and their salespeople did a better job at the point of purchase soon finds that is only half the battle. Along with better store salesmanship and display is the great need of getting more interested prospects to sell. So the manufacturer says to the dealer: "If you will agree to purchase and display a certain quantity of our product, and coach your salespeople to sell it more effectively, I will run these six two-column ads in your local newspaper over your signature at no cost to you. All I want is your promise that if the ads pull and you sell what you have on the shelf, you will run these six advertisements in the newspaper at your expense, at the same time placing a reorder for what you think you can sell in the next few months based on your experience with the first six ads." To keep within the law, of course, this offer must be made to all dealers and be so phrased that it cannot be construed as a special discount to a few favored customers. Such local promotions should be supported by national advertising, and carefully tested before being widely offered to dealers.

This matter of pretesting promotions designed to increase store traffic is most important. Illustrating how important it is, the Proctor Electric Company, making electric irons of a type which permitted a woman to do her ironing sitting down, found after two tests it was not necessary to use large ads to get the

people into the dealer's store. A test "Lady Be Seated" campaign in Oklahoma, using a series of consumer demonstrations and very little advertising, brought more people into local stores than 8 full-page ads and 208 spot announcements on 4 radio stations in San Diego. As a result of these experiments Proctor reached the following conclusions:

Any retailer who is going to be successful must meet advertising half way. We found that dealers can increase business by perfectly astonishing percentages if they adhere to simple sales fundamentals and associate their stores with the manufacturer's promotions.

To do this, the dealer must:

1. Install window displays which say the same things as our ads.
2. Repeat the message inside the store.
3. Require the retail salesperson to demonstrate *all* features of the product.
4. Ask for the order, and overcome any objections if the order isn't forthcoming.

It was quite apparent that many salesmen employed by both wholesalers and dealers are comparatively inexperienced in competitive selling and need additional training to equip them for full-scale operations. Dealers vary greatly, but the majority are not yet promotion-minded.

Too many dealers believe the weight of the factory's advertising should carry the ball. This may be due in some measure to the overemphasis by distributor salesmen on the magnitude of our newspaper and radio advertising and other promotional activities.

Little effort was made to encourage tie-in advertising. Mats were delivered to every retailer participating in the activity, but only 14 dealers ran a total of 32 such ads.

Despite these disadvantages, the San Diego campaign resulted in a substantial increase in the sales of all makes of irons, of which 52 per cent were Proctor models. The campaign proved that it is possible for the manufacturer to pull his product through the dealership to the ultimate consumer by concentrated factory-sponsored sales promotion.

The Oklahoma campaign involved store demonstrations by pretrained members of the dealer's own staff. In this case, the main push was not a matter of consumer advertising but of careful preliminary planning and training of personnel. The campaign was so successful that a number of dealers said afterward they were concerned about their inventories of competitive makes of irons because their clerks were so sold on Proctor. Figures like 9 to 1, 9.5 to 1, and 4 out of 5 were reported from the dealerships as to sales of Proctor versus other makes. Proctor's sales manager commented:

"When a way was found to take a Never-Lift iron, an ironing board, and a sprinkler direct to the dealer and his salespeople, teach them the technique of

sit-down ironing, and then show the dealer how to promote that technique to create store traffic and sell irons, we had a sure-fire promotion.

"A checklist was carefully prepared by Proctor and presented to the distributor for approval and support. This checklist proved to be very important to the success of the program. It gave each distributor, executive, and salesman a written copy of what had to be done. It gave Proctor personnel a clear-cut idea of Proctor's responsibility. Most important, it gave the Proctor district manager a tool with which to check distributor personnel and see that correct progress was being made in setting up the program."

Headquarters personnel and a wide-awake distributor opened the campaign by enlisting the support of top personnel in local utility companies. The distributor hired a home economist and a schedule of dealer meetings was prepared. Distributor executives and salesmen, in a meeting scheduled 3 days before the dealer meetings began, were taught to do "sit-down" ironing. This served the double function of training them and of showing them how easily others could be trained.

Only after this careful training was the program broken to the public. Results were highly satisfactory. Proctor has benefited in these ways:

1. Extensive dealer advertising.
2. Demonstrations before thousands of women.
3. Dealers can now effectively demonstrate the Never-Lift.
4. The utilities are cooperative.
5. The distributor realizes the profit in a small appliance promotion.

The dealer has profited from:

1. Floor traffic.
2. Iron sales.
3. Building good will by performing a service to customers.

Knowing the Dealer's Problems: The most effective promotions in the specialty field are usually those which are closely geared to the bread-and-butter problems of the small dealer. Too often the promotion has little else to recommend it to a merchant except the "cooperation" label placed on it by an advertising man at the home office.

To most independent merchants cooperation has a hollow sound. It suggests the desire of a manufacturer, whose products usually offer too small a profit, to get dealers to spend their money to advertise the manufacturer's products. This suspicion is a holdover from the days when "dealer helps" usually consisted of free electros for the dealer to run in his local newspaper, or selling a dealer "at cost" a display case to place in his store "alongside the cash register."

Here are some simple things most advertisers need to do to enlist the aid of dealers:

1. Determine reasonable sales expectancy in different types of stores by honestly conducted tests, or from carefully kept records.
2. Devise sales aids, store signs, price tickets, and other material in keeping with the importance of the product to total dealer sales. Thus, if your product sells to the extent of 1 per cent of a dealer's total sales, do not attempt to make him spend 10 per cent of his promotion and advertising money in behalf of your product. Gauge your newspaper electrotypes or mats, your booklets (if he is expected to pay mailing expense), and other helps, which either cost him money to buy or to use, to a reasonable relationship to the percentage of sales which can be made on your product.
3. Develop plans which enable the merchant to tie-in with your national advertising without spending too much money in the effort.

Failures have occurred so frequently in the past that some merchants will not attempt to cooperate with any manufacturer, at any time. If more sales managers would leave their comfortable offices and cover a few tank towns and whistle stops with the company's salesmen and really come to understand small stores and small-store problems, there would be fewer failures and more promotion material intelligently used.

What the Small Store Needs: The big city store usually has ample facilities to put on special promotions. But the smaller specialty store, or the general store in the smaller towns, is pretty much a "one man" enterprise. For better or for worse, he thinks of himself as being just about the busiest man in the county. He is, or thinks he is, too busy to read, let alone to plan. Yet he is keenly aware of the fact that to increase his profits and build his business, he needs merchandising ideas. Giving merchandising help to these small merchants—and those who are not so small—is like fertilizing a farm. It makes two dollars grow where only one grew before.

The problem of increasing store traffic is more than just a matter of buying space in the local newspaper, or contracting for a few highway signs to tie-in with a manufacturer's national advertising. These merchants need a constant flow of ideas and simple methods for improving the store's appearance, for perking up the window and interior displays, and all the many devices for building traffic. Obviously a manufacturer with a line which must be content with small volume, or on which the percentage of total store sales is very small, cannot spend a lot of money teaching dealers how to increase sales. But many manufacturers can well afford to plow back considerable sums in dealer helps.

By "dealer helps" it is not meant the usual counter cards, signs, and similar gadgets which so often are wasted because they are not suitable, but similar helps which merchants have developed.

The great Garver store, which sells more than a half million dollars annually in a town of less than 1,500 (Strasburg, Ohio) offers as many services as possible to attract traffic. A shoe-repair department is one such service. Manufacturers and wholesalers can encourage merchant customers to lease space to shoe repair shops just to bring in more customers.

A shoe shining service is a real traffic puller, after a brief introductory period. In many small cities, women especially find it difficult to have their shoes shined without climbing up on a high chair in the barber shop. More small stores could profitably lease space to beauty parlors or beauty operators to attract more traffic and more frequent visits from customers.

It may be asked, "Where are these small stores going to find the space?" Gamble-Skogmo has found that nearly every small store has basement space which can be turned into customer service or selling space with little cost. This aggressive company urges all its customers to utilize basement space for selling. Even though basements are not always available, there is often a mezzanine floor, a balcony, or some other space poorly utilized which can be turned to a profit producer after a little remodeling and decorating.

Other Traffic Builders: A small counter with an attendant to take orders for newspaper and magazine subscriptions, to take orders for photographic film developing, printing, picture framing, and enlarging, will increase traffic and pay its way in many stores. One merchant worked out a film and photo developing and printing service that brings a customer into the store three times for each set of films to be developed and printed: Once when the films are turned in, once to see if the prints are ready, and one more trip, when the films and prints are finally ready.

A money order service and a service for paying utility and telephone bills may also make a store more popular. Popular-priced books, especially the paperbacked pocket volumes, are both traffic builders and profit makers.

Food and Drink to Build Traffic: Americans, when they go to the races, to baseball, football, and basketball games, to a circus, carnival, fair, or almost anywhere else want to eat and drink. Small merchants paid little attention to this habit until the chain stores began to capitalize on it. Some of the Neisner Brothers

stores have as many as five places to eat or drink. A root beer barrel, a soda fountain and lunch counter, a popcorn machine, a hamburger or hot dog stand are the usual Neisner services. Many other chain stores have long soda fountain counters and luncheonette services. More independent merchants should be encouraged to operate such services.

A bottled soft-drink cooler will attract traffic. A small counter serving coffee has proved a traffic builder for the Herberger department store in Watertown, South Dakota. The famed $2,000,000-a-year independent Oneonta Department Store at Oneonta, New York (population 13,531), offers food service to its customers. Manufacturers can offer blueprints and plans with operating instructions for these small lunch counters or soft-drink departments to help merchants and encourage salesmen to "sell" the idea to their merchant customers as a traffic building service.

Fred Harvey, the well-known operator of railway diners, station stores, and services, found that an automatic, coin-operated photograph machine, which takes, develops, and prints small photographs is a great profit maker. Some stores may not have enough traffic to warrant installation of these machines, but the idea is worth investigating by many merchants.

International Harvester Company Methods: That knowing what is feasible in the small city market pays off is proved by the methods of International Harvester Company, now engaged in a campaign to improve small city outlets for the company's farm implements, motor trucks, and refrigerators.

International has discovered that an excellent traffic builder is a modern building located at the edge of the city, usually on or near a highway leading to the neighboring communities served. One reason for this is the large amount of space required to display farm equipment properly.

The company's first step in deciding upon dealer locations is to determine the potential market in the area, and on a basis of this figure to determine the number of retail outlets needed to serve it. Finding the right dealer for each trade area is the next problem.

The company encourages every dealer to take advantage of the planning which has gone into the Harvester prototype building and will provide blueprints for its construction. From knowledge of the market potential for an area, and the specific dealer's probable share of it, plus the estimated income from equipment servicing, Harvester is able to tell the dealer almost to the penny how much he can profitably invest in a new building.

THE GLIDDEN COMPANY

READING, PENNA.

50% OF THE PEOPLE ENTERING YOUR STORE MAKE "UNPLANNED PURCHASES"

"Impulse Selling" — that's American for selling the customer something he needs and wouldn't have thought of if it hadn't been brought to his attention. It is a simple, often-neglected money-making method that goes like this:

While your customer waits for change from his purchase of SPRED, let him page through the Trimz Border Display on your counter. This is the "psychological moment" when you tell him all about Trimz Ready-Pasted Borders.

Fact No. 1: Trimz Borders are sunfast, washable — created by famous designers and artists. Merely unroll the border, dip in a pan of water, and smooth out on the walls.

(Women go for this easy way of quick decoration. If you can just sell them enough the first time for one room—or even for one wastebasket—you have earned a steady customer for Trimz.)

Fact No. 2: Trimz Borders are used on painted or papered walls, lamp shades, screens, valances, and all other places the ingenious housewife thinks of. See the color cataloguette for ideas.

(The more uses, the easier to sell. The customer feels he is getting a bargain, you get a nifty profit, frequent turnover, and at the same time turn the "impulse item" into a demand item.)

So now you have sold Trimz. Next, say "Have you tried that marvelous new water-thinned ENAMEL - Spred Luster?" See to it that he takes at least a quart to try on some woodwork and walls. (Unfortunately, we can't furnish all the shades listed; but you can have White, Ivory Satin, Sunlight, Soft Peach, Seafoam, Light Aqua, and Blue Haze.

Next sell him a paint brush. That's only logical.

Then sell him a package of Soilax to keep the paint new and fresh.

You see, it is almost as easy to sell those "tie-ins" as it is to order them The enclosed quick-order form gives you more time to spend telling customers about Spred, Trimz, and Brushes. Fill in the quantities and mail to us.

Keep your shelves well-stocked and prosperous-looking in spite of the merchandise shortage.

GLIDDEN

THE GLIDDEN COMPANY

Reminding dealers to make good use of ways to "plus" the sale should be an important part of any specialty store promotion. The above letter used by Glidden to get dealers to sell related items is a good example of this sort of promotion. No effort is made to sell the merchant anything. Glidden knows orders for its various products will automatically follow the use of the selling idea which this letter advocates.

Store Improvement Programs: Manufacturers who depend largely upon independent specialty stores for volume have just recently realized how important it is to them, saleswise, for their best dealers to modernize their stores. If they don't, they are certain to lose business to the more progressive and better arranged stores, such as Sears Roebuck is building in thousands of trading centers throughout the country. To keep the Main Street business, some national advertisers (especially those who sell through exclusive dealers) are putting store arrangement experts to work with dealers in strategic locations.

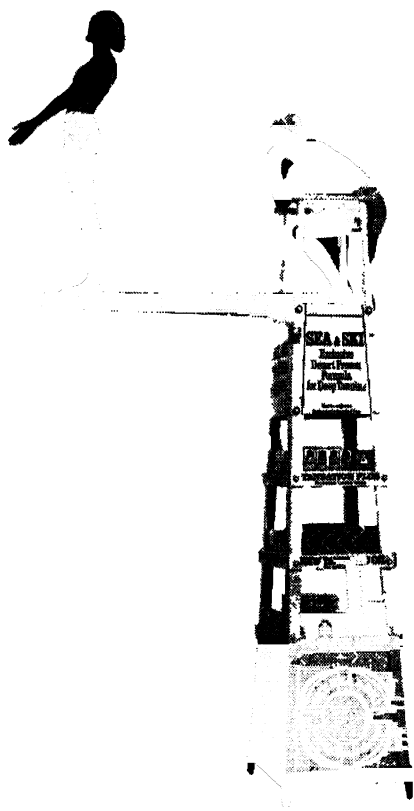
Store modernization activities of some alert manufacturers go so far as to give financial assistance to dealers who "go along" on a program of rearranging their stores. They not only help dealers to get a loan from the local bank, but extend credit terms to give them more time to benefit from the store improvements. There is some danger in such a policy, but how else can the small retailer compete? And in the last analysis, what is good for the dealer is good for the manufacturer.

POINT-OF-PURCHASE PROMOTIONS

After the prospective buyer has been brought to the store, there remains the need to make the sale. Back in the days when national advertising was supposed to "create demand" and "force distribution" of a product, manufacturers got into the habit of thinking when they spent their money for advertising, the public would make a beaten path to the doors of retailers stocking their products and in no time at all the dealers would have to order more. But it was not that simple.

National advertising does help to create consumer and trade acceptance for a product. When the product is favorably known, it is easier to sell. It turns over faster than the non-advertised product. There are fewer leftovers. If it is a quality product, and can live up to the reputation its advertising gives it, a dealer who ties in with the manufacturer's national advertising increases his local prestige. But none of the values found in a well-planned national advertising effort pay off if a poor selling job is done by the dealer or his sales staff, when people come in and ask to see the advertised product. It is an axiom of sales management that goods are not sold, "until they are moved off the dealer's shelf into the housewife's pantry." A home office salesman may do a wonderful job of getting the line into the store, but the number and size of the reorders he will get depend upon the ability of the dealer to get the goods out of the store.

The dealer and his salespeople are just as much a part of the manufacturer's sales organization as his own factory salesmen, which explains why sales managers seeking to expand their sales per dealer are giving more and more study to what happens at the point of purchase.

Types of Point-of-Purchase Promotions: Helping the dealer and his salespeople to do a more effective selling job is not only tremendous, but never ending. To do it thoroughly requires a larger appropriation than is usually available. The problem of training the salespeople in an important industry, if undertaken

Modern retail point-of-purchase display units capture attention by relying heavily on drama. This Sea & Ski Company diving tower display stands a full 11 feet high. It serves as a merchandiser as well as a display unit.

by a single manufacturer, requires an appropriation of $20 to $50 per salesman. Some companies spend that and more, but only a few can afford it. So a good deal of the basic training which salespersons require is now done by educational institutions under the George Dean Act, by trade associations, and by local chambers of commerce. Some manufacturers have developed home study courses for the sales personnel of dealers, the cost of which is divided between the manufacturer, the dealer, and the salesperson directly benefiting from the course. Considerable success is claimed for some of this training work, but, generally speaking, it is very difficult to get adults to study or even to read. The percentage of those who finish such courses is small.

Some very effective training is being done by well-financed associations, where the members pool the money they would spend for this sort of sales promotional work, employ competent counsel and training experts, and develop an industry-wide training program. It is then made available to the industry at a low cost. A typical program of this type is that of the American Gas Association. It is so designed that it can be built into the training program of individual members. For example, the dealer training plan used by George D. Roper Corporation (gas ranges) includes the following material:

Series of 10 pamphlets providing topics for use at sales meetings.

Booklets for the retail salesman (12 in all), each telling the story of one sales feature of the Roper range.

Salesman's visualizer.

Booklet on the advantages of gas over electricity.

Booklet on "The Power of Words" emphasizing the importance of what the salesman says.

A "How to Sell" booklet.

Refresher booklet on basic salesmanship.

The value of such materials, however, depends more upon the way they are used than upon the materials themselves. Best results are secured when the materials are used in connection with a series of dealer meetings, followed up by store meetings conducted by the dealer or his executive who previously attended the dealer meetings.

The dealer meetings are usually conducted by the territorial salesman, after being carefully coached, or if that is not practical, by a representative of the sales promotion department. In all cases, however, the meetings need a track upon which to run, and that track is provided by the manufacturer. The more visuals

—that is to say, sound-slidefilms and moving pictures—which can be worked into the program the better. Visuals which provoke discussion are especially good.

Product Education for Salespeople: In addition to whatever fundamental training it is feasible and profitable to give dealers, the rapid turnover among retail sales personnel makes it desirable to get the most important sales points about a product "across to the salesman" at the time he is making a sale. Sometimes a special sales tag is attached to the product listing the main sales points. In other cases the sales points are printed on the back of counter display cards large enough so that the salesman can read them easily. Or the information may be included

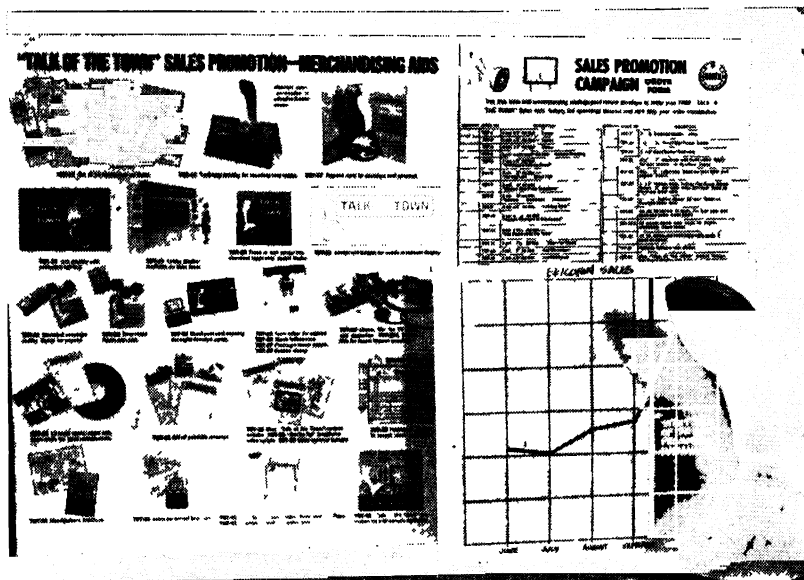



Photo courtesy Advertising & Sales Promotion magazine

A total concept in merchandising aids was the goal of North Electric Co. in a well-planned promotion of the unique Ericofon. In-store units, radio, TV and newspaper ads were available.

on the carton or the label. This last-mentioned method is favored in the case of products sold largely through self-service stores where the product must sell itself. In the food field, for example, the chains usually prefer to push private brands, and refuse permission to a manufacturer to display advertising for national

brands. The only way to promote sales in such a case at the point of purchase is the package. It must not only attract favorable attention on the shelf, but should have enough information on the label to make the sale *quickly*.

Educational Product Contests: General Electric and other astute merchandisers go a step further than just passing out product literature to dealers and their clerks. Experience has taught that a distressingly small percentage of such material is ever read or, if read, remembered by the man behind the counter. So to get over that hurdle, these manufacturers, whenever practical, make a game out of studying the literature and award worth-while prizes to dealers or their salespeople who show the keenest understanding of the sales possibilities of the product.

Such contests, depending upon the unit of sale involved, are as a rule promoted through the local distributor or, if the company sells direct, through factory salesmen. One successful promotion of this type was based on the theme: "Cut Yourself a Big Slice of Cake." Dealers were encouraged to get their salespeople to send in suggestions for selling the product (a pressure cooker) over the counter. To help the contestants think of better ways to sell the cooker, the contest rules included considerable selling information about pressure cookers in general and this cooker in particular. Naturally, the dealer or the clerk interested in entering the competition had to study this part of the booklet carefully.

In this case, the pressure cooker was sold through stores operated by local gas utility companies, most of whom had a comparatively large number of inside salespeople. As a rule, they were quite intelligent and well able to do a selling job if coached on what the product would do. The unit of sale was fairly large so the manufacturer offered as a prize, for the best selling suggestion received from the sales force of each utility, a large fruit cake for the Thanksgiving feast. Actually what happened was that the winner received an order on the leading baker in town to bake and deliver such a cake to the person who presented the order. Or if that was not feasible, the company sent the winner a check for $10 and suggested he buy a cake at his bakery.

Contests of this type, to be successful, require that the competition be limited to small groups, in this case a single utility. This makes it look easy to win the prize, since every contestant knows personally those who are competing against him and does not feel his chance of winning is too remote. But the important thing is—he reads the literature.

Counter and floor displays, counter and wall cards, pass-out literature, novelties for the youngsters, and various other devices are also effectively used to help make the sale once the prospective buyer is in the store. While all of these have their place in modern sales promotion, as will be pointed out in subsequent chapters of this HANDBOOK, the real neck of the sales promotional bottle is the man or woman behind the counter. Depending upon how much, or how little, he knows about your product, the sale is made or lost.

It is for that reason that many companies, making products which do not sell themselves, go to such pains to keep their product continually before dealer's salespeople. Salesmen are required to submit lists of persons in each dealer's store who might be important to the company in a sales way. Periodical letters or news bulletins are then mailed to each name on these lists, or some sort of utility book (of value to them) is sent to them at Christmas.

BETTER MANAGEMENT PROMOTIONS

A criticism of sales promotion programs slanted at the smaller specialty store is—the cost to the merchant is too often out of proportion to the results. There is some justification for the criticism. Every credit manager has encountered, to his sorrow, merchants who spend so much money to get business that they find themselves short of working capital and unable to pay their bills. Ringing up sales is all very well, but if at the end of the month the merchant finds his outgo has exceeded his income, he is not only very unhappy about it, but blames the manufacturer who encouraged him to spend so much on a cooperative sales effort.

Realizing that helping dealers to succeed involves more than just helping them to build store traffic, and to do a more effective selling job at the point of purchase, farsighted manufacturers supplement sales helps with management helps. These cover a wide variety of activities, such as plans for better inventory control, help in financing consumer credit, accounting systems, etc. Sylvania Electric Products, for example, furnishes dealers with a complete tax record system; U. S. Rubber supplies distributors with a guide to the compensation of personnel; Crane Company has worked out plans for extension of credit by its dealers; and a number of other companies have offered types of assistance which have no direct, immediate relationship to the

sale of their products, but which, by helping the dealer to improve his profit position, insure continued business relations between the buyer and seller.

The Inventory Headache: There is, for example, great need of educating small independent distributors and dealers on the importance of stock control. Obviously a merchant who builds up a heavy inventory of slow-moving goods soon finds himself with too much of his working capital frozen. When he is taken over by his creditors, his suppliers lose a retail outlet. Now it might be that this is not important, aside from the direct loss, since the consumer demand which exists for a product in any given locality will still exist. If one retailer does not get the business for you, another will. But that is not wholly true. The number of retail outlets for any product in any locality affects per capita consumption. The more retail outlets there are, where the product is exposed to purchase, where it is promoted and advertised, the greater the sales. To think otherwise would be to accept the philosophy that retailers are nothing more than warehousemen.

Even companies which sell through wholesalers assume responsibility for controlling the stocks of dealers handling their products, offering dealers standardized stock control plans. Such plans are designed to aid the retailer in maintaining adequate stocks of quick-moving goods, on one hand; and to avoid buying too heavily of slow-moving products, sizes, and styles, on the other. And, of course, there is always the problem of the dealer who buys too many unrelated lines, thus spreading his capital and energy too thinly for his own good, as well as his supplier's.

Ralston Purina's Credit Manual for Dealers: "Our company does not offer advisory service to dealers on any specific credit risks. We confine ourselves to discussing principles and let them make the applications," reported the manager of the dealer service department of Ralston Purina Company. The problem of working with independent dealers has certain aspects not present in the more closely controlled, company-owned or exclusively franchised setups. This Ralston Purina executive said:

> "Our department simply has advisory functions with dealers and cannot control them in any way. We have, though, given rather wide circulation to our brochure, 'Credit Control for Purina Dealers.' In addition to making this credit control program available in this form, we write articles in our house organ for dealers periodically on this subject. In these we frequently quote credit control experiences in our company-owned stores, of which we have about 100, for their possible benefit to the 3,000 independent dealers who handle the bulk of our sales."

Purina's program is primarily for dealers selling on open account, but there is no reason why the same sort of discussion of basic credit principles could not be used in fields where time-payment contracts are employed.

The booklet offers a discussion of eight fundamentals of credit control:

1. Secure an application for credit from every credit customer.
2. Investigate the customer's ability to pay.
3. Have a definite understanding of terms.
4. Mail statements monthly to all unpaid accounts.
5. Follow all overdue accounts.
6. Put 60-day accounts on a cash basis.
7. Know when you are licked. Use past-due notices, letters, personal calls to collect, but when these fail—get a lawyer.
8. Make no exceptions. When you start making exceptions, your credit control is gone.

A somewhat similar but more elaborate program of assistance is offered to dealers by the Larro Division of General Mills, Inc. Dealers are given a merchandising bulletin on credits and collections which includes samples of a form to obtain credit information, stickers for use with duplicate statements, and samples of effective collection letters.

In addition, the company makes available two sizes of forms on which the dealer may keep a record of outstanding receivables, and emphasis on the importance of credits and collections is continued through featured articles in "The Larro Dealer," the bulletin for the dealer organization.

Complete Management Programs: In some large companies this area of dealer help has been pretty thoroughly explored. The United States Rubber Company supplies a complete package to distributors including:

A standard accounting system.
A sales and profit projection.
Credit and collection procedures.
Inventory control plan.
Cost-control system.
Compensation plans.
Personnel administration data.
Estimates of investment, space, and personnel requirements.

—and a running service based upon operating statistics from the dealerships which permits any retailer to compare his figures with national averages on gross profits, expenses, and net profits.

The Goodyear Tire and Rubber Company, Incorporated, offers its dealers a similar package containing the following:

Store location service and assistance in lease negotiation.
Store identification materials and ideas.
Store lay-out and display planning service.
Recruiting, selection, and training aids.
Advice, assistance, and training aids for the service department
Sales promotion and advertising materials.
Accounting, stock control, consumer credit, and other records

Some of the automobile manufacturers have set up dealer-training programs in such fields as the following: marketing, advertising, public relations, business management controls, dealer accounting, selling techniques, financing and credit, and incentive compensation plans.

The Union Oil Company of California hired an expert to develop a model bookkeeping system for service station operators which would require a minimum of time or special training to maintain. The result, entitled the "Minute Man Profit Guide," sells for $10. It includes a set of 12 spiral-bound volumes for keeping monthly accounts and a loose-leaf notebook for permanent records, and requires the user to fill in only two pages a day.

Assistance to the dealer in extension of consumer credit is somewhat more common. A typical setup is that of Westinghouse, which finances both floor credit and retail sales through a tie-up with Universal C. I. T. Credit Corporation. All the forms needed in the program are supplied to the retailer, and his applications will be handled by either the Westinghouse distributor or through C. I. T. directly.

Building Better Dealers Through Dealer Clubs: Another fairly new technique for improving dealers is through organizations sponsored by the manufacturer but in which the dealers have a substantial part. An example is the dealer clubs which are being used by the Oliver Corporation. The company's merchandising manager said: "All of our promotional activity centers around our dealers. We use enough national advertising to keep our name before the public and create demand, and the dealers take it from there. As a result we don't have sales promotion in the usual sense; instead we push particular phases of a long-term program.

"We recently formed a dealers' club in each territory. Working through the clubs, we are planning for the hiring and training of 2,000 dealer salesmen. The clubs have been a great success, with

an average 83 per cent attendance at monthly meetings. Programs are laid out at headquarters. The territory salesman attends to help the dealer-president keep the meeting on the topic assigned. This setup gives us national coverage in 30 days."

Another interesting point about this company's activity is the emphasis placed on a long-range promotion plan. Closer cooperation between promotion men and the executives charged with long-range planning may offer a worth-while idea for incorporation in many programs.

METHODS FOR INCREASING STORE SALES

From "Handbook for Retailers" issued by Committee for Economic Development.

Sales Records as Guides to the Future

A sales estimate for the volume which the store wants to do can be laid out now. This need not be an arbitrary figure to "shoot at," but a reasonable goal based on analysis of the store's own past operations.

- Analyze past sales by line of goods, by departments, by brands, or by any type of records that the store now has or can secure.
- Analyze charge accounts where these exist to show what kind of merchandise, by groups, has been sold to certain customers and to plan how to sell other goods to those customers.
- If weakness in a line is disclosed, discover reasons, and strengthen it by better selection of goods and better selling methods.
- On the basis of past records and all forecasts, set up a total estimate of sales for the store, by 6-month periods, and review as conditions require

Increasing Stock Turn—Cleaning Out Dead Stock

The same amount of capital can buy more goods if turned more often. The most common cause of low stock turn is overbuying in lines that are not in active demand. Dead stock soon means a dead store. Capital tied up in old stock cannot be used for new, fresh goods that customers want most.

As new goods come into the market, watch inventories. No store can be "open to buy" new merchandise unless it cleans out its older inventories and "takes a licking" on its badly bought goods. Experienced merchandisers hear new stories every day of astonishing lack of attention to stock turn.

- Train salespeople to rotate shelf stock so as to reduce spoilage and bring dying stock to light.
- Clean out inventories by special sales, sales in special departments, bargain table or other means.

Rebuilding Good Will Now

Many studies show that stores have built heavy inventories of customer ill will through listless or impertinent service, and favoritism in allotting scarce merchandise. Not a day should be lost in correcting this condition.

Making "Related Sales" and "Suggestion Sales"

The success of the department store, the mail-order house, and the variety store is the principle of selling more goods to the same people.

Customers walk past many departments in making purchases from one department. Readers of a mail-order catalog thumb it over and are attracted by news about many kinds of goods. In a variety store customers see large assortments of goods at similar prices and buy on impulse.

The average sale can be increased most easily through selling related merchandise.

- Consider each line of goods and each item in relation to other lines and items, and set up a program for training all salespeople in making related sales.
- If a department store, consider circularizing customers who buy from one department with bulletins about goods in other departments.

Are Price Policies Right?

With a nation-wide price rise going on, a store needs to know costs and examine its price policy carefully to make sure it can meet new price competition.

- As an over-all policy, analyze prices to see whether the store can meet present and future price competition.
- Analyze all forms of overhead costs to see how they can be cut.
- Consider making separate charges for services like delivery and alterations, and "selling" them to customers as economies that bring prices lower.
- Analyze customer income to find out (a) whether incomes of former customers have decreased; (b) whether groups with recently increased incomes are becoming customers.
- Decide whether customary markup makes the store's prices too high to appeal to the majority of the store's present or future customers.
- Set markup according to lines and turnover, not store-wide.

Increasing Sales Per Salesperson

As an over-all figure for average-sized stores, it is said that volume is likely to equal $12,000 per person employed, including sales and nonsales personnel. A department store authority, on the other hand, reports a lower amount. These figures are not to be taken as guides, but as suggestions.

- Divide total sales by salespeople to give an over-all ratio.
- If store records now provide for determining volume of sales made by each salesperson, analyze these records, and reasons for strength and weakness.
- Discuss methods of increasing sales per salesperson, including incentive payment ideas.

Drawing in New Customers

- As a practical start toward increasing sales, list the families, stores, offices, etc., in the store's own block and immediate neighborhood, its natural trading area.
- Set up a program, including all store personnel, for getting acquainted personally with more people, being a "good neighbor," knowing people by name, inducing friends to trade with the store.
- Consider every method of incentive payment for sales traceable to such efforts, by individuals, or by share in increased store profits.
- Discuss how the head of the business and other store people can take a more active part in community affairs, so as to make people feel better acquainted with the store and more friendly to it.

With the help of inside and outside counsel, consider how a store can be given a definite personality:

Through store policies, definitely established and well publicized.

Through redesigned lay-out, store front, and windows.

Through advertising copy, including institutional copy, and style of advertising lay-out.

Through featuring a line or lines of goods, store's brand or national brand.

Through impressing all policies and methods repeatedly on store personnel.

Mailing Lists

In the face of high costs, direct mail efforts by stores are severely restricted, but they need not stop entirely. In the face of recent shifts in population, a store may not be giving its usual attention to keeping a mailing list up to date. But a store's best customers will expect to be informed instantly when merchandise is more plentiful.

Every store can have a mailing list. Names can be picked up in conversation and a list built up in a short time, or selected from a telephone directory of people in the store's natural trading area. Mimeographed post cards cost little. A short list is better than none. Make offerings specific, and aim them at bringing people into the store. Lists need constant revision, for they begin to "die" in a few months.

Lists of babies, births, birthdays, gathered from newspapers, provide opportunities for circulars that are particularly appreciated. Every day is a special day for somebody. Circularizing can be too expensive unless checked carefully, but if well used, it makes friends.

With the help of all store personnel and store records, build up a mailing list and record it on 3- by 5-inch cards.

From trade associations, trade papers, wholesalers and manufacturers, and books, gather information on how to build a mailing list.

Investigate to find out what mailing material can be secured from manufacturers or wholesalers.

Decide whether the store can prepare its own mailing matter, or should obtain help from local printers or advertising men.

Telephone Lists

Now that demands on telephone lines have declined, calls can be made to selected lists.

Make up lists for calls announcing new merchandise or special prices.

Encourage salespeople by incentive pay to develop a "following" of customers and to call them about seasonal or special offerings.

Giving an Overhaul to Advertising

Advertising should be looked on as the voice of the store, the representative of its personality, entering each home in its trading area. Alert, aggressive advertising will be the first notice served on the store's clientele that the management of the store is fully competent to meet the demands of its customers.

Analyze advertising to make certain that it meets these requirements:

Presents news about merchandise that competes favorably for interest with the news columns.

Appears in media that reach the store's actual or possible customers.

Considers all available media, including handbills, outdoor, street car, motion picture slides, classified advertising in newspapers and telephone books.

Makes full use of cards in one department calling attention to other departments.

Bases its appropriation on a carefully determined percentage of net sales, and remains inside that figure but is set up so as to allow for special events.

Makes an appeal that fits the store's actual class of trade, not too high or too low.

Takes advantage of every event on the calendar, seasons, holidays, local events, etc.

Makes use of other stores' advertising, mail-order catalogs, wholesalers' and manufacturers' catalogs, to get ideas on how to write copy and make lay-outs.

Works in full cooperation with merchandising departments in planning events, and in making sure that merchandise is on hand when advertised.

Installment Selling and House-to-House Selling

Installment selling is a valuable means of expanding volume. It gives the purchaser an incentive to work harder so as to pay for his purchase. Numberless young men have gotten their start in life by making a down payment on a house and lot, and then making greater efforts so as to own their own homes. The same principle applies to the purchase of furniture and other household equipment. But every installment salesman should be trained to ask a friendly question so as to protect the customer against over-extension. Not installment selling itself, but the reckless abuse of installment selling is a danger to individual and national credit.

House-to-house selling of goods adapted to this method can well be included as an element in a vigorous sales promotion program.

Analyze what goods may be suitable for installment selling.

Analyze what goods may be suitable for house-to-house selling.

Broad Review of Policies

Give a general review to policies, methods, personnel, and budget to enable the store's advertising to make a strong impression on its community for the changing days that lie ahead.

Recognize that honesty and consistency in advertising have the same effect as honesty and consistency in the character of the head of the business.

Chapter 33

PROMOTING SALES THROUGH DEPARTMENT STORES

IRREDUCIBLE expense ratios have exerted a steady downward pressure upon the net profits of department stores, and the solution to the problem lies in increased sales volume on more profitable items. For example, in a recent survey of 237 department stores, 72 per cent had higher expense ratios than in the previous year; 70 per cent found their profit percentage lower; and on the average this net profit from merchandising operations had declined from 2.1 per cent to 1.5 per cent.

It is small wonder, then, that department stores are utilizing every device which promises to increase sales volume and are desperately in need of promotions to build store traffic and increase unit sales, especially of longer-profit items.

The department store or, as it is called in Great Britain, "the departmental store," exists by virtue of its ability to undersell the specialty store. Its advent into merchandising, which followed the success of the A. T. Stewart store in New York as far back as 1900, was an effort to apply organization to retailing. In the period from 1900 to 1940, department stores enjoyed a tremendous growth, so that by the beginning of World War II, this type of retailer was doing about 12 per cent of the total retail business. The modern department store is a number of small stores under a central management and central control. In the early days of the era the most successful stores were usually dominated by an outstanding merchant, of whom John Wanamaker, Marshall Field, William Filene, and A. T. Stewart were typical examples. After the turn of the century, and especially after the death of A. T. Stewart and the subsequent closing of his New York store, a more enduring management was essential and decentralization of responsibilities began. One by one the big stores incorporated, and functionalized management was

substituted for one-man management. This trend was accentuated with the growth of multiple-department stores, some of which, like the Field chain, operate a number of important stores.

Five Principles of Retail Promotion: John A. Blum is senior vice-president and director of sales promotion for Macy's New York, the world's largest department store. Writing in *Advertising and Sales Promotion,* he posed the question: "What are the principles we have found most useful to observe in trying to do the sales promotion job for Macy's?"

To do the job effectively and at a profit, Macy's must offer the right goods at the right time and at the right price, Blum concluded.

"Too frequently in sales promotion, we succumb to the allure of a promotional approach that may be so attractive in itself that it takes our eye . . . and the consumer's eye too . . . away from the main thing, the merchandise we are above all else trying to pursuade our customers to buy.

"Its corollary stands by itself as principle number two. It is this: Promotion should never force merchandising. In other words, a promotional approach that is a good one per se is really not worth the powder to blow to the infernal regions if it involves merchandise that is not naturally right for the store, or if the timing is not naturally right for the contemplated push, or if promotional costs are out of line with probable results.

"Principle number three is an especially important one for those of us who work in metropolitan markets.

"The competition for attention, let alone for business, is fierce, so if you want to have a chance of being heard, principle number three becomes an essential one for you. Here it is: Whatever it is you have decided to do, do it importantly, do it in the biggest way possible, use every tool at your command and use them with the greatest drama, creatively, of which you are capable. If you are not willing to do things this way, then, I submit, it is better to skip the whole thing, for otherwise you risk wasting your most irreplaceable assets—time, money, people, and creative skill—and you will have achieved nothing worthwhile in the process.

"Principle number four, and certainly not in any order of priority, is that everything we say and do must in fact be true and that each one of our advertising and other promotional properties must convey an entirely truthful impression in itself.

Our business is repeat business, and certainly one of our greatest and most important assets is customer confidence.

"Principle number five is the determination to seek new and fresh approaches, to learn new ways of using old media and how best to use new media. In this connection, let me emphasize that our business in itself is one of risk-taking, of experimentation, of leadership in merchandise development. Therefore, if we in sales promotion do not also accept the responsibility for leadership, for innovation, the sales promotion job being done for Macy's will be less than Macy's requires."

The Division of Sales Promotion: At the head of the sales promotional function for most large department stores is a director of sales promotion. He reports directly to the general management and controller. A director of publicity and a director of personal selling form the two administrative arms of the sales promotional operation. The director of publicity is responsible for the store advertising, displays and exhibits, and special promotions. The director of personal selling is responsible for the recruiting, training, and over-all supervision of store sales personnel, customers' services, demonstrators, traveling sales units, telephone selling, etc. However, the importance of the department buyer is not overlooked in this reshuffling of responsibilities. The department or section buyer, who reports to the merchandising director, is still the backbone of a store's operations and the keystone to its success. But the emphasis has been shifted from buying to sales promotion. A store might have the best bargains in town and offer unusually good selections, but unless people in large numbers can be brought into the store and exposed to the values and the selections offered, the advantages which come with quick turnover will suffer. In other words, the principle upon which the modern department store operates is that goods well bought are more quickly sold with the aid of hard-hitting, customer-attracting store promotions.

This shift in organization recognizes that a good buyer is not always a good sales promoter. In fact the two qualities seldom go together. And while buying and selling are closely related, the trend today is toward developing better buyers by relieving them of the sales promotional responsibilities with which they were formerly burdened.

As a matter of fact, there are many instances where a department store has been an outstanding success in a location where competition is especially keen, simply because it did an exceptionally good sales promotional job.

One chain of department stores offers a case in point. This chain won a reputation for being good promoters by spectacular traffic-building promotions. For example, in a typical store in Watertown, Minnesota, a "Koffee Bar" with 28 seats at the rear of the main floor serves coffee and a doughnut for a dime; coffee alone is still only a nickel! At current costs this may result in a loss, but it draws men to the store, and men are notoriously diffident about visiting department stores.

The "Chain" Department Store: The desire to use great buying power to force price concessions from manufacturers, which was the underlying motive of the first department stores, now finds expression in the chain of department stores idea. The purchasing power of the Marshall Field group of department stores has reached a point where Field's operate a manufacturing division. At one time Field's operated a wholesale division, but it was discontinued to give store buyers greater freedom of action in the purchase of merchandise.

The stores comprising these chains of department stores are operated very much as individual stores, each store having its own buying and selling policies, but following an over-all policy laid down by a central management. In most store groups the central management has a sales division responsible for the merchandise in the stores, and the various district managers who, in turn, supervise and assist the individual store managers.

In this respect the department store chain (or group) differs from the variety store chain, like Penney, Woolworth, Kresge, and similar stores of this type, which, as explained in Chapter 34—"Promoting Sales Through Chain Stores," are more highly organized at national and regional levels. The merchandise they carry is usually standard to all stores in the chain, and is selected because of its mass selling possibilities. Thus what the variety store chain carries is determined by what the stores in a chain can sell rapidly, rather than with much thought to the needs of the community. A department store, as contrasted to a variety or general store, is generally accepted as handling women's ready-to-wear and accessories, and boy's wear, piece goods, small wears, home furnishings, and miscellaneous goods. There is some feeling, especially among independent retailers, that the chains of big department stores, with their tremendous purchasing power, are nearing the monopoly stage and there is a growing political pressure to "unscramble" them, or at least break them down into unit operations.

The population shift to suburban areas has been followed by department stores with keen interest. Freedom from parking problems, concentration of retail shops, and good purchasing power have encouraged the growth of suburban shopping centers, with their new buildings and modern stores, in uncrowded land areas.

The latest trend is the shopping mall, typified by the Cherry Hill Mall in New Jersey. Here the shopping areas are completely roofed over and self-contained, reducing the hazard of lower volume during inclement weather. To make the mall even more attractive to customers and to draw them away from the downtown stores, the Cherry Hill center has a large central area with fountains, tropical birds, and attractively landscaped spots where shoppers may rest. In addition, concerts, art exhibits, and special shows are staged, widely advertised in advance.

The growth of shopping centers and shopping malls provides new and challenging opportunities for productive promotional activities.

Department Store Specialists: To get maximum results from department store sales outlets some companies find it profitable to employ sales specialists, experienced in big store problems who devote their entire time to this operation. Sometimes these are sales managers, sometimes they are sales promotion men. There are other executives responsible for selling to wholesalers, chain stores, or independent merchants. This policy of servicing each major outlet classification has been successfully used by the Ekco Products Company in selling cutlery and kitchenware. Not only is there an Ekco executive responsible for sales to each major outlet, but he has his own sales organization of specialists. This means when an Ekco salesman calls on a department store he knows the language of that type of store and is in a position to do a constructive merchandising job.

The proper display of merchandise is an important matter with any retail store, and even the big stores are hungry for help. Ekco salesmen calling on big stores base their case on better display, and endeavor to get the management to use display cases which Ekco has developed to sell more cutlery. This cabinet is a complete sales unit, with space for the reserve stock as well as the stock on display. By combining units, the requirements of any size store can be met. A common mistake in designing display cases for big store promotions is that they take up too much space for the profit the store can expect to realize from

its use. Even though a salesman may succeed in placing some of these oversized cases, they will soon be discarded because they just don't pay their freight.

STORE-WIDE PROMOTIONS

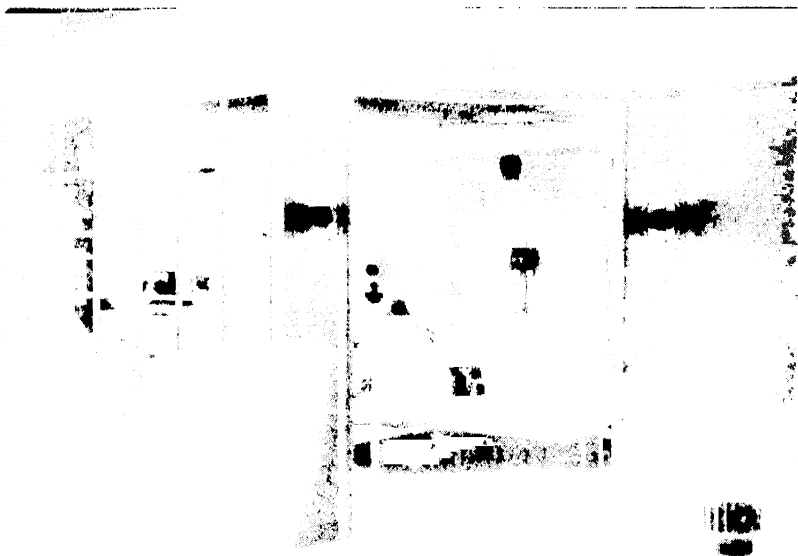
A department store, like a newspaper, should be a constructive factor in the life of the community as well as a profitable business undertaking. That is why the more progressive stores are spending more for activities of educational and cultural value to their customers and prospective customers. While these undertakings are primarily in the interest of better public relations, they also have definite sales promotional value since they bring people into the store.

These store-wide promotions differ from product promotions, such as a style show, in that they do not directly promote the sale of anything. They are usually of sufficient educational interest to get good press and word-of-mouth publicity. For example, during the war when the U. S. Navy took over the Navy Pier in Chicago, where the Illinois Garden Clubs had previously held their annual flower shows, Marshall Field & Company offered the clubs space to hold the show without charge. For the period of the war, the Chicago Garden Show was staged in this exhibition hall and was attended by many thousands of flower lovers in the Chicago area—many of whom no doubt took advantage of being in the store to make purchases. While Marshall Field & Company does not sell flowers, it does sell furniture and table accessories used in showing the flower arangements. These were loaned for the occasion by the store. While it is hardly probable that the direct sales resulting from this promotion were sufficient to cover expenses, it did win thousands of friends for the store, especially among the members of the participating clubs.

Store-Wide Quality Exhibition: Another example of a type of educational promotion which brings traffic to a store, and offers an opportunity to manufacturers of products sold by the store, is the quality show successfully used by Marshall Field & Company and other large stores several years ago. The purpose of the exhibition was to show the people of the community the difference between products made to sell at a price, and comparable quality products. For example, one exhibit featured men's clothing. By means of charts and cross-sectional cuttings, with explanatory references, the store showed how a suit of ready-to-wear clothes was manufactured, beginning with the

shearing of the sheep, and how the extra value put into a quality garment was well worth the small additional charge. The overall effect of this exhibition was to trade-up the store's customers, and get them to think about value first and consider price afterwards.

Store-wide promotions aimed principally at building store traffic likewise afford manufacturers opportunities to tie in their products. Barker Brothers of Los Angeles usually has one promotion of this type under way at all times. These promotions are slanted to arouse interest in merchandise which the store sells, such as home furnishing suggestions like the South Pacific bar shown here.

The more modern stores, recognizing the value of these educational promotions, have allocated space on one of the upper floors for this purpose. Some stores equip their exhibition quarters with projection facilities where interesting educational movies, available from manufacturers, may be shown to passing customers.

Barker Brothers, Los Angeles' leading home furnishings store, finds "stores within the store" effective in selling related products. Clerks are trained to go from one department to another to make sales of related merchandise to the same customer.

In the smaller communities store-wide promotions are less pretentious, but nonetheless effective as traffic builders. Cooking schools, sewing classes, and related promotions are never-failing attendance getters.

People are always looking for ideas to make their homes more attractive. A corner in the Barker Brothers store is set aside for displaying all sorts of equipment for the home bar. "Smart" merchandise is "punched" in these displays.

Intrastore Television Programs: What seems to have considerable possibilities for promoting the sale of suitable merchandise, such as style merchandise, is the development of television within the store. The program is projected from a central studio and may consist of a staged demonstration featuring merchandise on sale in the store, or it may be a showing of some educational sound movie borrowed from a manufacturer. To be suitable for this purpose, however, the movie should be relatively short. Television stations are located at strategic locations throughout the store where shoppers can sit down and rest while viewing the picture.

GETTING BIG STORES TO PUSH YOUR PRODUCT

It has been contended by sales promotion men that since a big department store is simply a group of specialty stores, with central control and management, any promotion which goes over well with specialty stores will prove equally successful with department stores. And to some extent that is true. But there is this difference. The big store, for example, Marshall Field & Company in Chicago, or Lord & Taylor in New York, or The Emporium in San Francisco, has more standing locally than most nationally advertised brands. Because of its local reputation the big store does not feel the need of handling a product just because it is nationally advertised. It thinks the name of the store, sponsoring a not too well known brand, has just as much sales appeal as some manufacturer's name.

While a store like Marshall Field's may sell, out of necessity, a certain number of nationally advertised products, it prefers to promote brands which it controls, or partly controls. This policy is a thorn in the side of manufacturers of nationally trade-marked and advertised goods, but it does give the merchant a better control of all repeat business. It also affords a longer profit. There are some manufacturers, especially when pressed for working capital, who will accept large orders for merchandise made to the same specifications as a national brand, but carry the department store's private brand, at a special "run on" price. The manufacturer figures his fixed charges are carried by sales to the regular trade, so he can lop them off and still come out with a tidy profit. This policy makes it difficult to "sell" the big department store like Field's or Macy's on tie-in promotions. But it can be done.

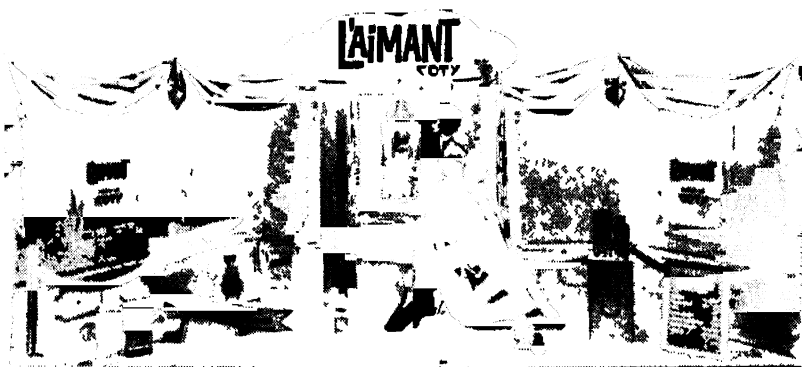
The Case of Mrs. Nellson's Chocolates: The argument of the big store that it cannot afford to promote a product unless it controls the repeat business can be overcome by limiting distribution to one big store in a town or locality. When that is done there is no other local store where a satisfied customer can go to place a repeat order. Whatever the store spends to promote your product is justified because of the exclusive rights you have granted the store. You may not do as much business as if you sold up and down Main Street, but you get a large volume at a relatively small selling cost, and that is important. It facilitates the task of getting national, or at least big city, distribution.

One manufacturer who elected to follow this plan of distribution, and concentrate sales in big store outlets, established a

subsidiary company to tap the big store market. The candy sold for $1 a pound under the name of "Mrs. Nellson's Chocolates."

Distribution was confined to one major department store in a market and outlets chosen only on the basis of agreement that the store was willing to engage in aggressive promotion to insure volume sale.

Mrs. Nellson's chocolates were introduced in March with an elaborate promotion in The Emporium, San Francisco. The promotion was preceded by a teaser campaign in newspapers. Two weeks before the premiere, tiny teaser advertisements began to appear in San Francisco newspapers, asking "Who is Mrs. Nellson?" These increased in size and frequency until, on the final 2 days, half-page copy splashed the answer: "Mrs. Nellson's is the name of a box of candy."

During the week preceding the introduction, each store employee received a mimeographed announcement (on chocolate-colored paper) telling about the candy, its quality, and popular price, and the coming promotion. Each employee received a

Cosmetics manufacturers long ago learned to offer promotional materials that impel retailers to make use of them. This L'Aimant window display created for Coty, Inc., is an example. Even the largest stores are eager to have good merchandising aids.

sample box containing three pieces of candy. Day before the premiere the store held an advance sale of the candy for employees at 75 cents a box.

Window displays consisted of a life-size cottage showing Mrs. Nellson's candy kitchen, and under the dome of the main floor a replica of the cottage was hung, with candy packages, pennant-wise, above. These were giant size, visible anywhere on the floor. Ten interior displays and sales counters were located at heavy-traffic spots on different floors. These were in addition to the mass display at the regular candy department.

Six of "Mrs. Nellson's Daughters," colorfully dressed, carrying sample trays, distributed samples to customers on each floor. On opening day chefs in the cottage window display packed the "kettle fresh" candy into boxes as crowds looked on. At a dramatic moment Mrs. Nellson arrived. On opening day 1,900 boxes were sold, and during the ensuing 3 weeks over 10,000 pounds. Emporium executives reported this record sale of chocolates represented more than they had previously sold of a single brand of candy in a full year.

Prior to the first promotion, Mrs. Nellson's had conducted a survey to find out what proportion and combination of the various kinds and pieces of candy most people preferred. With facts and photostat reproductions of the response and a mail presentation on the dramatic results of the Emporium test promotion, the company signed up selected outlets in a considerable number of other areas.

Establishing a New Department: Since a department store is organized on the stores-within-a-store principle, it is relatively easy to induce the store management to establish a new section, or sub-department, when the product lends itself to that type of promotion. When the Bernhard Ulmann Company undertook a campaign to extend its big store market, it "sold" the idea of putting in a needlework department, rather than a line of yarns. As a basis for the drive Ulmann engaged a research organization to determine the most satisfactory ways of selling needlework. It was found that 65 per cent of all customers knew the type of yarn they wanted, and more than 67 per cent knew the amount required. So all that was necessary to expand the yarn business in a store was to provide space where the customers could make their own selections. This appealed to the store management since it meant a minimum of clerical help for the proposed new department.

The company then prepared a stock and display unit for selling yarns, so as to do the best job with the least space. These display cases were designed in various sizes to fit different situations and blueprints were offered to stores at a small charge. From these blueprints the store carpenter could easily build a display case. The display case was, as you may suspect, the backbone of the selling plan.

Along with the blueprints of the display case, the company prepared a list of 36 principles which should be incorporated in any needlework selling unit if maximum results were to be obtained. These were as follows:

YARNS

1. Are yarns well lighted and colors arranged to make an attractive display?
2. Is complete open selling used for all yarns?
3. Does display method give the impression of large assortment?
4. Is wall space used for "open" stock and display?
5. Is vertical space above counter height used?
   For stock? For display?
6. Are bins adjustable?
7. Can fixtures be easily converted for use for other classifications?
8. Has the salesperson a fixed location?
9. Is it easy for customers to pick up, feel, and replace skein?
10. Do bins or shelves hold box of yarn or is stock easily available?
11. Are finished models displayed?
    Near yarn stock?
12. Are instruction books and needles near yarns?
13. Are informative signs used?
    Price, type, weight, uses?
14. Is section identified?
15. If open selling is used, do signs tell customer that it is for her convenience?

STAMPED GOODS

16. Are most of the designs displayed to give impression of assortment?
17. Are the items displayed in a minimum of space?
18. Is wall space or back fixture space used to display large pieces?
19. Is vertical space above counter height used?
    For stock?
    For display?
20. Is space in tables or counter used for stock?
21. Are featured items highlighted in display?
22. Is open selling method used for fast selling numbers?
23. Are items and designs given equal sales opportunity?
24. Is section identified?
25. Are small items segregated excepting where matched sets?

26. Is inside selling used with salesperson in fixed position?
27. Is floss displayed to remind customers?
28. Is floss near stamped pieces for fast service?
29. Are informative signs used?

COTTON YARNS

30. Does display give the impression of assortment?
31. Does section have complete open selling?
32. Do signs aid customer to make own selection?
33. Is section lighted?
34. Are bins adjustable?
35. Are instruction books near section?
36. Is the section identified?

The advantage of this method of selling a "packaged promotion" rather than mere merchandise is obvious. It combines a traffic building promotion with the opportunity for extra sales volume and profit. Every merchant knows that the "velvet" in storekeeping comes from sales over and above the store's budgeted business.

Big Store "Push" Plans: Department stores, as a rule, are not enthusiastic about sales contests sponsored by manufacturers. One reason is that the management has its own ideas as to what merchandise it wants to push. Then some stores regard a sales contest where prizes are awarded by the manufacturer as a sort of "spiff"—a practice which the Federal Trade Commission frowns upon. The Commission takes the attitude customers should be informed, when a clerk pushes one product at the expense of another, that he is doing so to earn a "spiff." However, "spiffs" and like inducements are widely used and actually are no more unethical than paying salespeople a bonus which varies with the profit they earn for the store.

Sales contests, both intra-store and inter-store, are best suited to promoting the sale of "big ticket" merchandise, such as home appliances, television or "hi-fi" sets, kitchen equipment, some furniture items, etc. One very successful inter-store contest was sponsored by a manufacturer of pressure cookers. The aim was to interest the salespeople in the advantages of pressure cooking, so that they could intelligently discuss it with customers. A contest based around the "Hidden Treasure" theme was used. Points good for merchandise prizes of the contestant's own selection were offered to all wishing to use the promotion.

A feature of the plan which had much to do with its success was the way the department manager was tied in. In addition

Typical Buying Seasons at Department Stores

Department	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct.	Nov	Dec	Year
Piece Goods													
Silks, Velvets, and Synthetics	0 7	0 8	0 9	0 7	0 6	0 4	0 4	0 5	0 6	0 6	0 5	0 3	0 6
Woolen Yard Goods	0 4	0 4	0 3	0 1	0 1	0 1	0 2	0 4	0 5	0 5	0 4	0 2	0 3
Cotton Yard Goods	0 7	0 8	0 8	0 8	0 9	0 8	0 7	0 5	0 4	0 4	0 3	0 2	0 5
Linens and Towels	2 5	1 2	1 0	1 0	1 2	1 2	1 4	1 7	1 1	1 1	1 3	1 3	1 3
Blankets, Comforters, Spreads	1 6	0 8	0 7	0 8	0 9	1 0	1 0	1 2	1 1	1 1	0 9	0 8	1 0
Small Wares													
Laces, Trimmings, etc	0 2	0 3	0 3	0 3	0 3	0 2	0 2	0 2	0 2	0 2	0 2	0 2	0 2
Notions	1 3	1 2	1 2	1 4	1 6	1 5	1 3	1 2	1 2	1 2	1 0	1 0	1 3
Toilet Articles, Drug Sundries	2 8	2 9	2 4	2 5	2 6	2 8	2 9	2 5	2 5	2 3	2 4	3 6	2 7
Silverware and Jewelry	1 6	1 8	1 6	1 7	2 0	2 1	1 6	1 7	1 8	1 9	2 2	2 8	2 0
Art Needlework	0 7	0 6	0 5	0 4	0 3	0 3	0 4	0 4	0 4	0 5	0 5	0 4	0 4
Books and Stationery	1 8	2 1	1 5	1 4	1 4	1 6	1 4	1 6	1 8	1 7	2 6	3 2	2 0
Accessories													
Neckwear and Scarves	0 8	1 0	1 0	1 1	1 1	1 1	1 0	0 8	1 1	1 2	1 2	1 4	1 1
Handkerchiefs	0 3	0 3	0 2	0 2	0 2	0 3	0 2	0 2	0 2	0 2	0 3	0 7	0 4
Millinery	0 8	1 1	1 7	1 6	0 8	0 6	0 5	0 9	1 6	1 4	0 9	0 6	1 0
Women's and Children's Gloves	0 5	0 6	0 6	0 8	0 6	0 4	0 3	0 3	0 5	0 7	1 0	1 1	0 6
Corsets and Brassieres	2 1	1 9	1 9	2 0	2 0	2 2	2 0	1 7	1 8	1 7	1 3	1 2	1 8
Women's and Children's Hosiery	1 8	2 2	2 0	2 0	1 9	1 7	1 6	1 5	1 8	1 8	1 7	2 0	1 8
Negligees, Robes, Loung Apparel	0 4	0 5	0 5	0 5	0 6	0 5	0 6	0 5	0 4	0 5	0 8	1 1	0 6
Infants' Wear	2 4	2 6	2 9	2 7	2 2	2 2	2 3	2 9	3 2	2 9	3 0	2 8	2 7
Handbags, Small Leather Goods	1 0	1 2	1 4	1 5	1 4	1 3	1 1	1 1	1 4	1 4	1 4	1 5	1 4
Women's and Children's Shoes	3 1	3 4	4 1	4 2	3 6	3 3	3 1	3 3	4 1	3 5	2 6	2 3	3 3
Apparel													
Women's & Misses' Coats, Suits	4 3	3 7	4 5	3 4	1 8	1 2	1 5	2 8	3 5	4 1	3 2	1 9	2 9
Women's and Misses' Dresses	4 4	4 4	5 0	5 5	6 1	5 0	4 2	3 8	4 6	4 1	3 2	2 6	4 2
Blouses, Skirts, Sportswear	3 3	3 6	3 5	3 9	4 4	4 6	4 7	4 6	4 9	4 3	3 7	4 3	4 2
Girls' Wear	1 1	1 5	2 3	1 9	1 5	1 4	1 5	2 8	2 3	2 1	2 1	2 0	1 9
Furs	1 4	0 9	0 7	0 6	0 3	0 2	0 5	1 1	0 8	1 1	1 1	1 0	0 9
Men's and Boys' Wear													
Men's Clothing	3 3	2 5	2 5	2 8	3 1	3 4	2 9	2 2	2 5	3 2	3 1	2 8	2 9
Men's Furnishings and Hats	3 4	3 8	3 1	3 6	3 9	5 9	4 3	3 2	3 4	4 0	5 5	8 1	4 6
Boys' Wear	1 1	1 3	1 9	2 0	1 4	1 4	1 3	2 1	2 0	1 8	2 0	2 1	1 8
Men's and Boys' Shoes, Slippers	0 5	0 5	0 5	0 6	0 6	0 6	0 5	0 5	0 5	0 5	0 6	0 6	0 6
Home Furnishings													
Furniture and Bedding	7 1	7 0	5 5	4 9	5 6	5 6	6 7	7 1	5 6	5 6	4 6	2 6	5 4
Domestic Floor Coverings	2 6	2 6	2 1	1 9	2 1	1 8	2 0	2 1	2 3	2 6	2 3	1 1	2 0
Draperies, Curtains, Awnings etc	2 2	2 5	2 6	2 6	2 8	2 6	2 4	2 3	2 5	2 9	2 6	1 6	2 4
China and Glassware	1 3	1 5	1 2	1 1	1 2	1 2	1 2	1 2	1 2	1 2	1 4	1 5	1 3
Major Household Appliances	2 3	2 4	2 4	2 1	2 3	2 5	4 1	3 0	2 1	2 1	1 5	1 0	2 2
Housewares (incl Sm Appliances)	3 3	3 8	3 8	3 9	4 2	4 2	5 2	3 9	3 8	3 3	3 4	3 3	3 8
Radios, Phonos, TV, Records etc	1 8	1 8	1 5	1 1	1 1	1 3	1 4	1 5	1 7	1 8	1 6	1 8	1 6
Miscellaneous													
Toys and Games	0 4	0 7	0 8	0 8	0 8	1 1	1 3	1 0	1 1	1 3	3 6	4 3	1 7
Sporting Goods and Cameras	0 5	0 6	0 7	0 8	1 0	1 2	1 1	0 9	0 8	0 8	1 1	1 6	1 0
Luggage	0 4	0 4	0 3	0 4	0 6	0 8	0 7	0 6	0 4	0 3	0 5	0 7	0 5
Candy	0 4	0 6	0 5	0 7	0 4	0 4	0 4	0 3	0 3	0 5	0 4	0 8	0 5
Store Totals	6 6	5 9	7 6	7 9	7 7	7 6	6 1	7 2	8 3	9 1	10 4	15 6	100

Figures show departments' percentages of stores' total monthly (or yearly) sales.

Courtesy National Retail Dry Goods Association

to prizes for the store personnel, points were also awarded the department manager on the basis of the store's purchases of pressure cookers during the contest period. While some overstocking resulted, due to some managers wishing to earn more points and placing orders for more cookers than could be moved quickly, it worked out all right. To justify the action, the department manager had to get busy and sell the stock before merchandise control began to ask questions.

Advertising and Promotion Allowances: This is one of the most popular methods of getting a big store to push a product. It gets the story across to the store's customers. It has the added advantage of buying advertising space or time, at the low local rates available to a store which contracts for advertising on an annual basis. However, in setting up this type of promotion, all stores, regardless of size, must be treated alike to conform to the Robinson-Patman Act. In the case of products like refrigerators, this may be done by gearing the allowance to the number of units sold. One, for example, has a fixed advertising budget of $6 for each refrigerator distributed. This is divided, $4 to be spent locally by the dealer, and $2 to be spent nationally by the manufacturer. All local advertising or promotion is handled by the store. Proof of the advertising, however, must be attached to the store's claim for the advertising allowance. The claim must be made within 60 days after the advertising appears. In the case of outdoor advertising, receipted bills from the local outdoor advertising company must be attached to claim. The dealer is reimbursed by a credit memorandum which he can apply toward the purchase of more refrigerators. Claims are not honored unless certain requirements are met. For newspaper ads these include:

1. Every advertisement must include the maker's logotype.
2. Every advertisement must include a picture of the maker's refrigerator, properly identified.
3. The refrigerator must be referred to in terms used by the manufacturer.
4. The dealer must submit a copy of the advertisement for approval by the manufacturer before it is published.

Outdoor copy must be approved by the company advertising department before posting, and radio and TV commercials must have prior approval.

Formulating a cost sharing promotional policy for general line products is more complicated and consequently less valued by the larger department stores, which are not inclined to devote advertising space, even if the manufacturer pays for it, to pro-

mote "thin" margin profits. If the product offers a good profit on each sale, and rapid turnover, it is usually possible to get the store to stand a share of the local advertising and promotion. Such a plan was used by Seidlitz Paint & Varnish Company in connection with a special line of mildew proof paints it was promoting. The plan provided:

We will pay one-half of the dealer's cost of local advertising expense in newspapers and telephone directory. The combined total of our share of the expenses for both the above media shall not exceed 5 per cent of dealer's net purchases of Seidlitz manufactured products as shown in our dealer price list.

Other advertising features have been priced on a net basis to facilitate billing. In these prices we have absorbed an amount equal to or exceeding 50 per cent of their total cost, and no further allowance will be made.

While we realize there are many good forms of advertising, some of which we have made no provision to use, we cannot include everything. We have provided a wide variety of features to make for a well-balanced program. *Our advertising plan is offered to all Seidlitz dealers on exactly the same basis.* Therefore, we cannot participate in any other advertising expense.

Samples, Donations, Etc. No credit will be allowed for contributions of paint for "advertising purposes" to any group or individual. The merchandise you buy is your property and we regret that we cannot credit any dealer for paint given in our name or otherwise without first securing our consent, any more than you would expect to allow us to give your merchandise away.

Samples will be furnished from our factory where necessary. As a general rule, we do not furnish samples with which to sell individual jobs. Such samples should constitute a part of the dealer's normal selling expense and may not be charged back to us.

Local Newspaper Advertising. All advertisements must be our regular mat service as shown on our current Proof Sheet. Where prices are shown in mats, permission is hereby granted to have your printer change them if you so desire. No other changes, alterations or additions will be permitted. Any mat may be used in a larger advertisement including other items such as roofing. hardware, etc., and we will share the expense for the space occupied by our mat only. *Only one mat may be used in any one issue of any paper.* All advertisements must be placed in regular daily or weekly newspapers and not in class publications such as school, church, and labor papers, programs, etc. You place the advertising and pay the newspaper at your *local* contract rate. Send us your paid statement together with the *full newspaper page* containing the advertisement and you will receive proper credit. Destroy all old mats. Order new mats now.

Telephone Directory Advertising. This type of advertising is of such little value in small towns that we will only cooperate in this expense in cities having a population of 25,000 or more. The copy used must be one of those shown on our own Proof Sheet and noted as being appropriate for telephone directory advertising. If other copy is used by the dealer it must be submitted to us in advance of use for our approval or we reserve the right to cooperate on only that part of the copy devoted to our products. Send *Paid Statement* showing such expense and copy of advertisement and proper credit will be issued.

Direct Mail. We have prepared a series of 8 beautifully printed, colorful direct mail folders for mailing with your name to your prospective customers. These will be most effective if you use at least four of the series, mailed about 2 weeks apart.

You may select any one or all of them. Eight coupons with special offers are also available for your selection.

These folders will be imprinted, coupon inserted if you desire, addressed and mailed to the list of names you supply us. (Minimum of any one folder, 50.)

These coupons have no redemption value by Seidlitz Paint & Varnish Co.

Any one folder and any one special offer coupon, mailed, including postage, 2 cents each.

As a rule the advertising or sales promotional allowance is geared to a store's total purchases. Thus, American Lady Corset Company pays 50 per cent of the cost of newspaper advertising at the lowest local rate. But a ceiling is placed on the total allowances by limiting the allowance to 5 per cent of the store's purchases.

TRAINING DEPARTMENT STORE PERSONNEL

Most large stores conduct systematic training programs for their salespeople. These are usually under the direction of a trained instructor, and clerks are coached in the fundamentals of good retail salesmanship, as well as in techniques for selling specific types of merchandise. It is often possible for a manufacturer to induce the store management to permit his representative to appear before groups of salespeople to discuss with them the best methods of selling his particular product. Such appearances are usually scheduled well in advance and, if possible, the sales techniques should be dramatized. The dramatization may take the form of a quick skit, a demonstration, or a sound-slidefilm. The Proctor Electric Company, for example, assigns a member of its sales department to conduct meetings for big store personnel. The executive is an experienced public speaker. He demonstrates the right and wrong way to sell an electric iron. With so many inferior quality irons on the market, selling at very low prices, it is important for store salespeople to appreciate that the cost of an electric iron depends on the current it will use during its normal life, rather than on its first cost. To show the loss of heat in a cheaply made iron, the demonstrator cooks a breakfast on the top of the iron utilizing the escaped heat. This type of presentation is always effective.

Arranging an Interesting Program: In the case of a store which is anxious to increase its sales of a certain line of products, the manufacturer can usually arrange to conduct a training meeting for clerks and executive personnel responsible for sales.

In that case the manufacturer should be prepared with an interesting and worth-while program. It should be dramatic but

Sales meetings are most effective when the points to be emphasized are brought out in a short skit. The Minnesota Mining & Manufacturing Company makes good use of this technique in training Scotch Tape salesmen to help its dealers do a better sales promotional job.

not too dramatic. A store in the Northwest opened a sales meeting with the lights turned down and just a few blue lights burning to enable the salesmen to find their places. A phonograph played doleful music. While the lights were dimmed and blue, the chairman called the meeting to order. He announced that the room had been darkened to resemble the mournful and gloomy point of view which most of the salesmen present held regarding conditions. Then he began to cite bright spots which the salespeople present had overlooked. As each point was mentioned, one white light was turned on. Gradually the room brightened, the mournful music stopped, and it was not long before the bright side of the picture completely dispelled the gloomy side. The "stunt" involved no large outlay of money, and proved tremendously effective to impress upon the store personnel the importance of being optimistic and cheerful. It got over the point that business is what we make it, and there are always people who will buy, if they are *sold*. The stunt paved

the way for a demonstration of selling electrical appliances from the floor of a retail establishment.

Stunts That Keep Interest from Lagging: Aside from the use of demonstrations and skits, there are a number of ways to get action into a meeting, and drive home sales points about a product.

One method is to have two salesmen show how standard objections can be overcome most easily. Assign different problems to pairs of salesmen and give each pair 2 minutes to put on an act. One salesman takes the part of the customer, the other takes the part of the salesperson. In this way the principle of related sales can be effectively dramatized.

Mock trials also have possibilities. They can be staged with little preparation and do not call for much rehearsing. Care must be used not to let them drag, the snappier, the better. A simple idea should be hammered home. To attempt too much in a stunt of this kind is to kill the effect.

Interrupting the meeting with telegrams or telephone conversations is another popular method of getting over an idea. The chairman stops the meeting to read the message. To make this device effective, there should be a dash of humor to the telegram, but not so much that it will dull its constructive message. At one meeting the program was interrupted by a police officer who burst into the room looking for a thief. He searched all over the place, and finally dragged the culprit out of a closet in the corner. It turned out that he was a time thief—a fellow who stole his own time and thus robbed his family of comforts and luxuries they needed and should enjoy. The damning nature of his crime came out in the conversation between the chairman and the police officer who made the "arrest."

One store, which had the problem of keeping its salespeople sold on all of the many items in a popular selling line, created interest by erecting a great "Wheel of Fortune" and having each number on the wheel represent one product. Salesmen were called to the platform one at a time to spin the wheel, and were expected to tell the others how they sold the particular product represented by the number at which the spinning wheel stopped. The point was emphasized that there were no blanks in the line; that every number was a winner. The manufacturer's representative acted as judge and awarded prizes to the winners.

Handling the "Question" Problem: It is customary to have a period during the meeting for questions and answers after a film

is shown. Salespeople come to the meeting loaded with questions, and need to get these questions off their chests. While quiz sessions have much in their favor, they also have a dangerous side. Some questions will be of such a nature that they will interest only a few of those present. Other questions will deal with matters which should not come before the meeting, but could better be discussed privately. There is a danger the meeting may get off on a side track.

To avoid undue loss of time (and it must be remembered that the combined time of the store's personnel represents a good deal of money), the practice is growing of asking salespeople to write out, prior to the meeting, any questions which they would like to ask. These questions are reviewed privately by the manufacturer's representative. Questions which should not come before the meeting are set aside or discussed personally with the salesman. A question box should be provided in the back of the room for this purpose. Put a spotlight on it.

Since many questions are of a technical nature, stores often have one session of a sales meeting devoted entirely to product questions. Tables for ten are set up in a room, and manufacturers' representatives act as hosts at each table. The men divide into groups of 10, and each group moves from one table to another at 15-minute intervals. A bell is rung for everybody to go to the next table. The groups are small enough that the table host can answer, informally and quietly, any questions which arise.

Summing Up at the End of the Meeting: A stunt used to close one meeting was to build a platform. Each plank symbolized one selling point that had been brought out during the conference. The various planks were all labeled, and as they were placed in position, the manufacturer's representative gave a short talk on each plank. This idea not only proved effective in holding interest, but also gave the salespeople something to remember.

Another meeting idea is to have a stenographic report made of the proceedings, and pass copies of the report out to the men, with a summary sheet on top. This report gives them something to study and think about after the meeting is over.

Still another idea is to have a sign painter letter up the principal sales points on 6-foot-high sheets of press board which are fastened together to make a giant book. The book is given an appropriate title, such as "How to Win Friends and Influence Orders." When the time comes to close the meeting, a pretty

girl comes onto the stage and proceeds to turn the pages while the chairman of the meeting sums up.

Pass-Out Training Literature: It is the practice of those who attach importance to training big store personnel to do a better job of selling their products over the counter, to prepare some sort of an educational booklet or folder summarizing the principal sales points. These are handed to those attending a training meeting *as they leave*. If a film is shown the booklet should tie up with the film, and perhaps reproduce important frames from the film as memory joggers. If a mock trial is staged, the folder may take the form of the "verdict of the court." Or the piece may simply drive home the key points brought out during the meeting, arranged so that even the least experienced clerk can remember and use them when opportunity comes his way.

It is unwise, however, to attempt to do too much in training material for use of retail clerks. As a rule they are neither students nor readers. They must be taught as though they were taught not.

A typical cooperative promotion from a department store. The product is described on a brightly colored three-fold mailing piece, the lower fold being detachable and carrying on its reverse side a self-mailing return order form.

Business and Professional Publications

Publication	Address
Administrative Management	212 Fifth Ave, New York, N. Y 10010
Advertising Age*	630 Third Ave, New York, N Y 10017
Advertising & Sales Promotion	740 Rush St, Chicago, Ill 60611
American Banker	67 Pearl St, New York, N Y 10036
American Bar Association Journal	1155 E 60th St, Chicago, Ill 60637
American Builder*	30 Church St, New York, N Y 10007
American City	757 Third Ave, New York, N Y 10017
American Druggist*	1790 Broadway, New York, N Y 10019
American Engineer (NSPE)	2029 K St, N W, Washington, D C 20006
American Journal of Nursing (ANA)	10 Columbus Circle, New York, N Y 10019
Architectural Forum	Rockefeller Center, New York, N Y 10020
Army Times	2201 M St, N W, Washington, D C 20037
Automotive News	965 E Jefferson Ave, Detroit, Mich 48207
Aviation Week & Space Technology	330 W 42nd St, New York, N Y 10036
Banking (ABA)	90 Park Ave, New York, N Y 10016
Billboard*	165 W 46th St, New York, N Y 10036
Bowling Magazine (ABC)	1572 E Capitol Dr, Milwaukee, Wis 53211
Building Maintenance & Modernization	407 E Michigan St, Milwaukee, Wis 53201
Building Materials Merchandiser	59 E Monroe St, Chicago, Ill 60603
Burroughs Clearing House	P O Box 299, Detroit, Mich 48232
Business Management	22 W Putnam Ave, Greenwich Conn 06830
Business Publication Rates & Data*	5201 Old Orchard Road Skokie, Ill 60078
Business Week	330 W 42nd St, New York, N Y 10036
Buyers' Purchasing Digest	918 N E 20th Ave, Fort Lauderdale, Fla 33304
The Carpenter (UBCJA)	101 Constitution, N W, Washington D C 20001
Case and Comment	Aqueduct Bldg Rochester, N Y 14604
Catholic Building & Maintenance	53 Park Place New York, N Y 10007
Chain Store Age (5 editions)	2 Park Ave, New York, N Y 10016
Chemical & Engineering News	430 Park Ave, New York, N Y 10022
Chemical Week, Chemical Engineering	330 W 42nd St New York, N Y 10036
Civil Engineering (ASCE)	345 E 47th St, New York N Y 10017
Cleaning & Laundry Age	370 Lexington Ave, New York, N Y 10017
Commercial Car Journal*	Chestnut & 56th Sts Philadelphia Pa 19139
Commercial & Financial Chronicle	Box 958 Church St Annex New York N Y 10007
Construction Equipment	430 Park Ave, New York, N Y 10022
Construction Methods & Equipment*	330 W 42nd St, New York, N Y 10036
Contractors & Engineers	757 Third Ave, New York N Y 10017
Cooking for Profit	1202 S Park St, Madison Wis 53715
Credit World (ICCA)	375 Jackson Ave, St Louis, Mo 63130
Current Medical Digest	428 E Preston St, Baltimore Md 21202
Daily News Record Women's Wear*	7 E 12th St, New York N Y 10003
Dental Survey* (PEA)	4015 W 65th St Minneapolis Minn 55424
Department Store Economist*	Chestnut & 56th Sts, Philadelphia Pa 19139
Dun's Review & Modern Industry	99 Church St New York N Y 10008
Editor & Publisher The 4th Estate	850 Third Ave New York, N Y 10022
Electrical Engineering* (IEEE)	72 W 45th St, New York, N Y 10036
Electrical World, Electrical Mdsg Wk	330 W 42nd St, New York N Y 10036
Electrified Industry	20 N Wacker Dr Chicago, Ill 60606
Electronic Industries	Chestnut & 56th Sts, Philadelphia Pa 19139
Electronics*	330 W 42nd St New York, N Y 10036
Electronics World	1 Park Ave New York N Y 10016
Engineering News Record*	330 W 42nd St, New York, N Y 10036
Factory Fleet Owner	330 W 42nd St, New York N Y 10036
Financial World	17 Battery Place New York, N Y 10004
Firemen (NFPA)	60 Batterymarch St Boston Mass 02110
Fleet Management News*	431 S Dearborn St, Chicago Ill 60605
Flying	1 Park Ave, New York N Y 10016
Food Processing	111 E Delaware Place, Chicago Ill 60611
Food Service Magazine	2132 Fordem Ave, Madison, Wis 53701
Food Topics	205 E 42nd St, New York N Y 10017
Forbes	70 Fifth Ave, New York, N Y 10011
Fortune	1271 Avenue of the Americas New York, N Y 10020
Gasoline Retailer	17 Union Square West, New York, N Y 10003
Grade Teacher	420 Lexington Ave, New York N Y 10017
Harvard Business Review	Soldiers Field Station, Boston Mass 02163
Heating & Plumbing Merchandiser	1170 Broadway New York, N Y 10001
Home Furnishings Daily	7 E 12th St New York, N Y 10003
Hospitality Restaurant Combination	5 S Wabash Ave, Chicago, Ill 60603
Hospitals (AHA)	840 N Lake Shore Dr, Chicago Ill 60611
Hotel Bulletin	543 Madison Ave New York, N Y 10022
House and Home	330 W 42nd St, New York, N Y 10036
Industrial Bulletin	450 E Ohio St Chicago, Ill 60611
Industrial Equipment News*	461 Eighth Ave, New York, N Y 10001
Industrial Machinery News	16171 Meyers Rd, Detroit Mich 48235
Industrial Maintenance & Plant Operation	1 West Olney Ave, Philadelphia, Pa 19120
Industrial Marketing*	740 Rush St, Chicago, Ill 60611

Courtesy Standard Rate & Data Service, Inc.

Business and Professional Publications

Publication	Address
Institutions Magazine*	1801 Prairie Ave Chicago, Ill 60616
The Instructor	Dansville, N Y 14437
Instrument & Apparatus News*	845 Ridge St, Pittsburgh Pa 15212
Insurance Salesman* (life insurance)	1142 N Meridian St, Indianapolis, Ind 46204
International Musician (AFM)	39 Division St, Newark, N J 07102
Investment Dealers' Digest	150 Broadway, New York N Y 10038
Iron Age Hardware Age	Chestnut & 56th Sts Philadelphia Pa 19139
Journal of Accountancy (AICPA)	666 Fifth Ave, New York N Y 10019
Journal of American Dental Association*	222 E Superior St Chicago, Ill 60611
Journal of American Medical Association*	535 N Dearborn St, Chicago Ill 60610
Law and Order	72 W 45th St, New York N Y 10036
Leatherneck	Box 1918 Washington D C 20013
Life Association News (insurance) (NALU)	1922 F St, N W, Washington, D C 20006
Machine and Tool Blue Book*	Hitchcock Bldg, Wheaton Ill 60188
Magazine of Wall Street & Business Analyst.	120 Wall St New York N Y 10005
Maintenance	1 River Road, Cos Cob Conn 06807
M D Medical Newsmagazine	30 E 60th St, New York N Y 10022
Mechanical Engineering* (ASME)	345 E 47th St, New York N Y 10017
Medical Economics	550 Kinderkamack Rd Oradell N J 07649
Metlfax Magazine	Box 2454, Cleveland Ohio 44112
Mill and Factory	205 E 42nd St, New York, N Y 10017
Modern Beauty Shop	59 E Monroe St, Chicago Ill 60603
Modern Drugs*	466 Lexington Ave New York N Y 10017
Modern Medicine*	Southdale Park Minneapolis Minn 55424
Modern Office Procedures	812 Huron Road Cleveland Ohio 44115
Modern Photography	165 W 46th St New York N Y 10036
Modern Plastics	1301 Avenue of the Americas New York N Y 10019
Modern Sanitation & Building Maintenance	855 Avenue of the Americas New York N Y 10001
Motor	250 W 55th St New York N Y 10019
Motor Service	549 W Washington Blvd, Chicago, Ill 60606
NAHB Journal of Homebuilding	1625 L St N W, Washington D C 20006
NARD Journal	1 E Wacker Dr, Chicago, Ill 60601
NARGUS Bulletin (retail grocers)	360 N Michigan Ave Chicago Ill 60601
National Business and Financial Weekly	30 Broad St, New York N Y 10004
National Business Woman (NFBPWC)	2012 Massachusetts Ave, N W, Wash, D C 20006
National Provisioner (meat packing)	15 W Huron St, Chicago Ill 60610
National Safety News* (NSC)	425 N Michigan Ave, Chicago, Ill 60611
National Underwriter (insurance, 2 editions)	175 W Jackson Blvd, Chicago, Ill 60604
Nation s Business (CLUS)	1615 H St N W Washington D C 20006
New Equipment Digest	726 Penton Bldg, Cleveland Ohio 44113
Occupational Hazards	812 Huron Road Cleveland Ohio 44115
Official Airline Guide	209 W Jackson Blvd, Chicago Ill 60606
Official Guide of the Railways, etc	424 W 33rd St, New York N Y 10001
Oil and Gas Journal*	211 S Cheyenne Ave Tulsa Okla 74101
Oral Hygiene	708 Church St, Evanston Ill 60201
Ordnance	P O Box 275, Ridgefield Conn 06877
Plant Engineering*	308 E James St Barrington Ill 60010
Power, National Petroleum News Coal Age	330 W 42nd St, New York, N Y 10036
Practical Builder	5 S Wabash Ave, Chicago Ill 60603
Printers' Ink	501 Madison Ave New York N Y 10022
Proceedings of the IEEE (radio engineers)	72 W 45th St, New York, N Y 10001
Product Engineering*	330 W 42nd St New York N. Y 10036
Progressive Grocer	420 Lexington Ave New York N Y 10017
Protestant Church Buildings & Equipment	27 E 39th St, New York, N Y 10016
Public Works Magazine	200 S Broad St Ridgewood N J 07451
QST (American Radio Relay League)	225 Main St, Newington, Conn 06111
Radio Electronics	154 W 14th St, New York N Y 10011
Railway Age	30 Church St, New York N Y 10007
Refrigeration & Airconditioning Business	612 Huron Road Cleveland Ohio 44115
The Ring	Madison Square Garden New York N Y 10019
Roads and Streets	209 W Jackson Blvd Chicago Ill 60606
Sales Management*	630 Third Ave, New York N Y 10017
Salesman's Opportunity	850 N Dearborn St, Chicago Ill 60610
Scholastic Teacher*	50 W 44th St New York N Y 10036
School Management	22 W Putnam Ave Greenwich Conn 06830
Steel, Foundry	Penton Bldg, Cleveland Ohio 44113
Super Service Station	7300 N Cicero Ave Chicago Ill 60646
Supermarket News	7 E 12th St, New York N Y 10003
Textile World	330 W 42nd St, New York, N Y 10036
Today's Business (retailing and electrical)	20 N Wacker Dr, Chicago, Ill 60606
Today's Secretary (Gregg shorthand)	330 W 42nd St, New York, N Y 10036
Traffic World	815 Washington Bldg, Washington D C 20005
Transport Topics (ATA)	1616 P St, N W, Washington, D C 20006
TV Guide	Radnor, Pa 19088
Wall Street Journal	New York, Chicago, Dallas San Francisco
What's New in Home Economics	466 Lexington Ave, New York, N Y 10017
Your Church (Protestant pastors)	122 Old York Rd, Jenkintown Pa 19046

*Also one or more related publications

Anniversaries of Various Events

January

Book Month
Wheat Bread & Colorado Beef Months
United Cerebral Palsy Month
Break-a-Cold Month

1—New Year's; Betsy Ross born, 1752
—Feast of the Circumcision of Christ
—Emancipation Proclamation, 1863
1-Feb. 28—Merrymeals with Kid Appeal
1-Mar. 31—Louisiana Yam Supper Season
1-April 30—Milk with Meals Time
2—Georgia 4th state to ratify, 1788
3—Alaska becomes 49th state, 1959
4—Sir Isaac Newton born, 1642
—Utah becomes 45th state, 1896
6—Epiphany
—New Mexico is 47th state, 1912
—Greek Cross Day
8—Battle of New Orleans, 1815
9—Connecticut 5th state to ratify, 1788
11-19—Stephen Foster Week
14—Dr. Albert Schweitzer born, 1875
16—World Religion Day
16-22—International Printing Week
17—Benjamin Franklin born, 1706
17-23—Franklin Thrift Week
18-25—Prayer for Christian Unity Week
19—Robert E. Lee born, 1807
21—Stonewall Jackson born, 1824
23-30—National YMCA Week
24—Gold discovered in California, 1848
—1st Boy Scout troop, England, 1908
25—Robert Burns born, 1759
26—Michigan becomes 26th state, 1837
—Septuagesima Sunday
27—Incandescent light patented, 1880
28-Feb. 6—St. Paul Winter Carnival
29—Tom Paine born, 1737
—Kansas becomes 34th state, 1861
30—Franklin D. Roosevelt born, 1882

February

Catholic Press Month
Heart and Hemophilia Months
Music and Frozen Potato Months
Cherry and Rug Months

2—Candlemas Day
—Groundhog Day
3—Four Chaplains Memorial Day
3-12—Kraut and Frankfurter Week
6—Mass. 6th state to ratify, 1788
7-13—Boy Scout Week
8-15—Edison Pageant of Light
10-15—Gasparilla Pirate Invasion (Tampa)
11—Thomas A. Edison born, 1847
—Shrove Tuesday (Mardi Gras)
12—Lincoln and Darwin born, 1809
—Georgia Day: Oglethorpe lands, 1733
13-20—Negro History Week
14—St. Valentine's Day
—Oregon becomes 33rd state, 1859
—Arizona becomes 48th state, 1912
15—Battleship *Maine* sunk, 1898
16-23—Brotherhood Week
17—Founders' Day (nat'l PTA)
18—*Pilgrim's Progress* published, 1678
—Italy united in one kingdom, 1861
19—Copernicus born, 1473
—Edison patents phonograph, 1878
—Marines land on Iwo Jima, 1945
20—Glenn orbits earth 3 times, 1962
22—Washington's birthday
—Spain cedes Florida to U. S., 1819
23—Rotary founded, Chicago, 1905
24-29—Pencil Week
29—Bachelors' Day

March

Easter Seal Campaign
Red Cross and Children's Art Months
Egg and Coffee Months

1—Ohio becomes 17th state, 1803
—Nebraska becomes 37th state, 1867
1-7—Return the Borrowed Books Week
—Weights and Measures Week
—Save Your Vision Week
1-Apr. 30—Spring Clean-Up Time
2—Texas Independence Day
3—Florida becomes 27th state, 1845
4—U. S. Constitution in force, 1789
—Vermont becomes 14th state, 1791
—Presidents' Day
6-12—Girl Scout Week
7—Feast of St. Thomas Aquinas
—Bell patents telephone, 1876
7-12—National Procrastination Week
12—Jane Delano Day (nursing)
—Girl Scouts founded, Savannah, 1912
13—Rice Week
—Andrew Jackson born, 1767
—Ides of March
14—Whitney patents cotton gin, 1794
15—Maine becomes 23rd state, 1820
—Passion Sunday
17—St. Patrick's Day
—Camp Fire Girls' Founders Day
18—Grover Cleveland born, 1837
29—John Tyler born, 1790
30—Shut-Ins' Day
—Seward's Day

April

Cancer Control Month
America's Heartland Development Month
Automobile and Welded Products Months
Pearadise in April
Freedom Shrine and Hobby Months
Easter Month

1—All Fools' Day
1-8—National Laugh Week
3—First pony express riders start, 1860
3-10—Green Candle of Hope Week
—Peace Week
6—Peary at Pole, '09; U. S. at war, '17
6-7—Battle of Shiloh, 1862
8—Ponce de Leon lands in Fla., 1513
—Louisiana becomes 18th state, 1812
—Laetare Sunday
9—La Salle finds the Mississippi, 1681
—Lee surrenders at Appomattox, 1865
9-15—Let's All Play Ball Week
10—Congress creates Patent Office, 1790
10-16—Pan-American Week
11—Sertoma Founder's Day (52nd ann.)
—International Resistance Movement Day
12—Fort Sumter bombarded, 1861
—Salk polio vaccine successful, 1955
—Halifax Resolution Day (N.C.)
—National Christian College Day
12-17—National Cherry Blossom Festival
13—Thomas Jefferson born, 1743
16-18—Ark. Band & Orchestra Festival
17—National Library Week begins

Some Dates Approximate

Anniversaries of Various Events

APRIL (cont.)
18—Gen. Doolittle bombs Tokyo, 1942
18-24—Bike Safety Week
19—Lexington and Concord, 1775
—John Howard Payne Memorial Day
22—Oklahoma Day
—Arbor Day
23—Shakespeare born, 1564
—First public movies (N.Y.), 1896
24—Arbor Day in 16 states
24-30—National YMCA Week
—Consumer Credit Week
25-30—Invest in America Week
27—Ulysses S. Grant born, 1822
28—Maryland 7th state to ratify, 1788
—International Carillon Day (noon)
—Shenandoah Apple Blossom Festival
30—Washington our first President, 1789
—Louisiana Purchase, 1803
30-May 7—National Baby Week

MAY

Better Hearing Month
Car Care & Good Car-Keeping Months
Clean Up, Paint Up, Fix Up Month
Learn to Play Tennis Month
Senior Citizens Month
Radio and Tavern Months
Measure Your Mattress Month

1—May Fellowship Day
—May Day; Law Day, U.S.A.
—Admiral Dewey wins at Manila, 1898
5—U.S. space flight (Shepard), '61
5-8—Washington State Apple Blos'm Festival
7—Surrender of Germany, 1945
—Ascension Day
8—Mother's Day
—Harry S. Truman born, 1884
—World Red Cross Day
8-14—Hospital Week
—Girl's Club Week
8-June 19—Senior League Month
11—Minnesota becomes 32nd state, 1858
—Holland Tulip Time
—International Science Fair
—Cotton Carnival
13—Jamestown settled, 1607
14-20—Foot Health Week
15—First regular airmail service, 1918
—Nat'l Defense Transportation Day
15,16—Cooper makes 22 earth orbits, 1963
15-21—Transportation Week
—Public Works Week
—Police Week
18-30—V.F.W. Buddy Poppy Sale
19-24—Pickle Week
20-21—Lindbergh flies the Atlantic, 1927
21—Armed Forces Day
22—National Maritime Day; first steam crossing of Atlantic begins, 1819
23—South Carolina is 8th state, 1788
24—Carpenter in 3 earth orbits, 1962
27—Golden Gate Bridge opened, 1937
29—Fall of Constantinople, 1453
—Rhode Island is 13th state, 1790
—Wisconsin becomes 30th state, 1848
—John F. Kennedy born, 1917
—Mt. Everest first climbed, 1953
30—Memorial or Decoration Day

JUNE

Recreation Month; Dairy Month
National Ragweed Control Month
Fight the Filthy Fly Month
Home Permanent & Portable Radio Months

1—Kentucky becomes 15th state, 1792
—Tennessee becomes 16th state, 1796
1-7—Circus & Wear Gard'n Flow'r Wks.
—Fiesta of Five Flags (Pensacola)
1-Aug. 31—National Dress-Western Months
—Summertime is Banana Time
2-11—Int'l Kraut Round Dog Week
3—Jefferson Davis born, 1801; Confed. Mem'l Day (also April 26, May 10)
—Pope John XXIII dies, 1963
3-12—Portland (Ore.) Rose Festival
4—Old Maid's Day
4-11—Let's Play Golf Week
5-11—National Humor Week
11—Kamehameha Day (Hawaii)
13-19—Little League Baseball Week
14—Flag Day; U.S. flag adopted, 1777
15—Franklin flies his kite, 1752
—Arkansas becomes 25th state, 1836
17—Bunker Hill Day
19—Father's Day
19-25—Swim for Health Week
20—West Virginia is 35th state, 1863
21—New Hampshire is 9th state, 1788
24—Midsummer Day
25—Virginia 10th state to ratify, 1788

JULY

Iced Tea Time
Hot Dog and Rye Bread Months
Arts and Crafts Month

1—Dominion Day in Canada
1-3—Battle of Gettysburg, 1863
1-Aug. 31—Pickles for Picnic Time
2—Feast of the Visitation
2-9—Let's Play Tennis Week
3—Idaho becomes 43rd state, 1890
4—Independence Day
—U.S. Military Academy opened, 1802
—Stephen Foster born, 1826
—Adams and Jefferson die, 1826
—Fall of Vicksburg, 1863
—Statue of Liberty presented, 1883
—Calvin Coolidge born, 1872
7—U.S. annexes Hawaii, 1898
10—Wyoming becomes 44th state, 1890
—Transocean TV via Telstar, 1962
11—John Quincy Adams born, 1767
14—Bastille destroyed, 1789
15—St. Swithin's Day
16—First atomic bomb exploded, 1945
17-23—Rabbit Week
21—First Battle of Bull Run, 1861
—Grissom space flight, 1961

Some Dates Approximate

Anniversaries of Various Events

July (cont.)

21-26—Cheyenne Frontier Days
22-24—Maine Potato Blossom Festival
24-30—National Farm Safety Week
26—N. Y. 11th state to ratify, 1788
—Egypt seizes Suez Canal, 1956
27—Atlantic cable completed, 1866
—Korean armistice agreement, 1953
28—Austria declares war on Serbia, 1914
30—Henry Ford born, 1863
—Joseph Lee ("play godfather") Day

August

National Sandwich Month

1—Colorado becomes 38th state, 1876
1-6—Smile Week
1-7—National Clown Week
2—Last G. A. R. veteran dies, 1956
—First successful Atlas ICBM, 1958
—Friendship Day
3—U. S. Nautilus at Pole, 1958
4—Coast Guard Day
5—Maine Seafoods Festival
6—Tennyson born, 1809
—Trudy Ederle swims Channel, 1926
—Feast of the Transfiguration
6,9—Hiroshima, Nagasaki bombed, 1945
7—Tulagi, Guadalcanal landings, 1942
—Titov circles earth 17 times, 1961
8—Defeat of Spanish Armada, 1588
10—Missouri becomes 24th state, 1821
—Herbert Hoover born, 1874
13—E. Berlin escape routes closed, 1961
—AFL-CIO asks 35-hour week, 1962
14—Atlantic Charter Day: V-J Day, '45
—Mt. Blanc highway tunnels meet, '62
14-15—Allies invade southern France, 1944
15—Napoleon born, 1769
—Sir Walter Scott born, 1771
—Ft. Dearborn Massacre, Ch'go, 1812
—Panama Canal opened, 1914
—Will Rogers, Wiley Post crash, 1935
—Assumption of the Blessed Virgin
16—Battle of Bennington, 1777
—Alliance for Progress launched, 1961
17—David Crockett born, 1786
18—Virginia Dare born, 1587
19—National Aviation Day
21—Hawaii becomes 50th state, 1959
22—Red Cross founded, Geneva, 1864
22,23—Sw't Corn Festival (Sun Pr., Wis.)
24—St. Bartholomew's Day
27—First oil well: Titusville, Pa., 1859
—Lyndon B. Johnson born, 1908

September

Better Breakfast Month
American Home and Lighting Fixture Month
Youth and Child Foot Health Months
Frozen Food & Protein Bread Months
Home Sweet Home Month
Youth and Pancake Months
Bourbon Month
Labor Day (first Monday after first Sunday)

1—Germany invades Poland, 1939
1-Oct. 31—Fall Clean-Up Time
1-Nov. 29—United Community Campaigns
6-10—Battle of the Marne, 1914
7—Labor Day (first celebrated, 1882)
8—Spanish settle St. Augustine, 1565
—Feast of the Nativity
9—California becomes 31st state, 1850
10—Perry wins on Lake Erie, 1813
12—Defenders' Day (Maryland)
13—British win Quebec battle, 1759
14-20—Lessons in Truth Week (Unity)
16—Cherokee Strip Day (Oklahoma)
17-23—Constitution Week
18—National Chiropractic Day
—World Peace Day
18-24—Fall Millinery Week
19-25—Sweater Week
24—Kiwanis Kids' Day
24-Oct. 1—4-H Club Week
25-30—Tie Week
—Home Week

October

Country Ham Month
National Contact Lens Month
National Science Youth Month
Restaurant & Biscuit/Muffin Months
EGGtober; Yambilee; Cheese Festival
National Restaurant Month
Be Kind to Customers Month
Country Music Month
Fish & Seafood Parade Month
Hunting and Indoor Games Months

1—First free rural mail delivery, 1896
1-7—Employ the Handicapped Week
1-Nov. 19—NRHA Housewares Festival
2-8—Letter Writing Week
—Pharmacy Week
3—Schirra makes 6 earth orbits, 1962
—Missouri Day
—Free Enterprise Day
9—Telephone bridges distance, 1876
9-15—Fire Prevention Week
—Newspaper Week
—School Lunch Week
11—Pulaski Memorial Day (Nebraska)
12—Columbus & C'nad'n Th'ksgiv'g Days
14—Dwight Eisenhower born, 1890
15—Ether first used publicly, 1846
—World Poetry Day
—Sweetest Day
16-24—Business Women's Week
19—Cornwallis surrenders, 1781
20—MacArthur lands on Leyte, 1944
20-Nov. 22—Chinese attacks on India, 1962
22—First parachute jump; Paris, 1797
22-29—Wine Week
23-29—Cleaner Air Week
—Downtown Week
—Pretzel Week
23-Nov. 20—Naval blockade of Cuba, '62
26-Nov. 1—National Honey Week
26-Nov. 2—National Pretzel Week
27—Theodore Roosevelt born, 1858
29—N. Y. Stock Market crash, 1929
30-Nov. 5—Children's Book Week
30-Nov. 29—Jewish Book Month
31—Halloween; Nev. 36th state, 1864

November

Religion in Amer. Life Month
Junior & High School Red Cross Months
National Raisin Bread Month
Thanksgiving March (Muscular Dystrophy)
General Election Day (first Tuesday after the first Monday)
Thanksgiving (fourth Thursday)

Some Dates Approximate

Anniversaries of Various Events

November · (cont.)

1—All Saints' Day
1-7—Tangerine Week
2—All Souls' Day
—Daniel Boone born, 1734
—N.D. is 39th state, S.D. 40th, 1889
5—Guy Fawkes Day (England)
6-13—American Education Week
—Cat Week
8—Montana becomes 41st state, 1889
10—U.S. Marine Corps created, 1775
—Stanley finds Dr. Livingstone, 1871
10-19—Tuna Week
11—Washington is 42nd state, 1889
—Veterans Day; Feast of St. Martin
11-12—Germans at gates of Moscow, 1941
13-19—Asparagus Week
—Diabetes Week
13-Dec. 31—Christmas Seal Sale
14-20—Youth Appreciation Week
15—Articles of Confederation, 1777
—Lewis & Clark reach Pacific, 1805
15-Jan. 1—Holidays are Pickle Days
16—Suez Canal opened, 1869
—Oklahoma becomes 46th state, 1907
18—U.S. railroads use time zones, 1883
18-24—Farm City Week
19—Lincoln's Gettysburg Address, 1863
—James Garfield born, 1831
20-26—Know Your America Week
21—Mayflower Compact signed, 1620,
—North Carolina is 12th state, 1789
—First balloon flight, Paris, 1783
21-Dec. 17—Aviation Month International
22-28—Latin American Week
24-25—Battle of Lookout Mountain, 1863
25—Andrew Carnegie born, 1835
30—Winston Churchill born, 1874

December

1-27—Science Talent Search
2—Monroe Doctrine proclaimed, 1823
3—Illinois becomes 21st state, 1818
4-7—Bible Week
5—Prohibition repealed, 1933
—AFL-CIO merger, 1955
6—Feast of St. Nicholas
7—Delaware 1st state to ratify, 1787
—Pearl Harbor attacked, 1941
8—Feast of the Immaculate Conception
9—Milton born, 1608
10—Mississippi becomes 20th state, 1817
10-17—Human Rights Week
11—Indiana becomes 19th state, 1816
—Edward VIII abdicates, 1936
12—Pennsylvania 2nd state to ratify, 1787
—Marconi's signals cross ocean, 1901
13—Festival of St. Lucia
14—Alabama becomes 22nd state, 1819
—Amundsen reaches South Pole, 1912
15—Bill of Rights adopted, 1791
15-31—Christmas Pageant of Peace
16—Boston Tea Party, 1773
16-Jan. 31—Belgian Bulge battle, 1944-45
17—Wrights fly, Kitty Hawk, N.C., '03
18—N.J. 3rd state to ratify, 1787
21—Pilgrims land at Plymouth, 1620
22—International Arbor Day
23,24—Appollo 8 orbits moon, 1968
25—Christmas, Delaware crossing, 1776
26—Boxing Day (England, Canada)
27—Pasteur born, 1822
28—Holy Innocents' Day
—Iowa becomes 29th state, 1846
29—Texas becomes 28th state, 1845
—First American YMCA, Boston, 1851
31—New Year's Eve

Some Dates Approximate

Chapter 34

PROMOTING SALES THROUGH CHAIN STORES

SPECIAL events are the keystone of chain store promotions. This is a never-to-be-forgotten principle of all successful effort in getting chain stores to push your merchandise or give it special attention.

Anyone who takes the trouble to walk along the streets of any downtown section, almost anywhere in America on Christmas Eve night, after the stores have closed, will see the window decorators and display men hard at work in the chain stores, putting up promotion material for the merchandising events of the day after Christmas.

Independent merchants may be slightly more leisurely in trimming windows and store interiors, but the chains work on a carefully planned schedule, permitting no delays or lulls between events. White sales and other special sales follow the Christmas holidays, without a day's delay. Soon after the January events displays, both window and interior displays are put up for Valentine's Day. On the morning of February 15, after St. Valentine's Day, something else is receiving chain store attention. Then other events may be hooked to Washington's birthday, and so on through the year.

Any promotion manager who wants chain store cooperation must key his own promotions to fit into established schedules, or make his promotional events so valuable that the chains will make room for them in their usually crowded schedules. It is easier to work in with some established event such as School Opening, Thanksgiving, Christmas, Vacation Sales, Fourth of July events than to attempt some special promotion for which the chain must make special preparations.

Perhaps the next most important principle in chain store promotion is timing. Chain store promotion departments work a

long way ahead of each seasonal event. Plans are made months in advance, and each promotion is "buttoned up," with all details arranged far in advance of the actual event.

This means that the manufacturers' or suppliers' promotion material and plans must be ready considerably in advance of the chains' early planning. Time and again some manufacturers have offered excellent promotional material and ideas to chains for certain dates, only to find the chains are already "set" on all plans for that date.

Timing Promotion for Chains: Close coordination with the sales department is necessary to win chain cooperation. The ideal way is to present the promotion at the time the salesman negotiates the sale or contract with each chain. This has a double advantage. Good promotional material may help the salesman land the sale. More than that, it may be the chief factor in the chains' decision to push certain merchandise. Another advantage is that when the promotional material is presented at the same time the sale is made there is little—certainly much less—chance of failure to use the promotion plan or material. Scheduling, therefore, is all-important in this area.

One advantage of working with chains for special promotions is that chains are nearly always more open-minded about what can be sold than the average independent. Chains are never content to rest on their oars. Independents are frequently indifferent to any promotion plan which requires work or expense. So many independent merchants are content to permit sales to rock along as they will, with little or no attempt to capitalize holidays, seasons, or other special days. With the chains there is usually a willingness to go along on an item that holds possibilities. When chain store promotion departments find an item responsive to sales stimulation they hit it hard and frequently.

What Chain Stores Need: While chains will frequently use the same material for store and window displays, some manufacturers find it profitable to prepare special material for the chains. It must be kept in mind that the majority of all chain store windows are made up of mass displays of a wide variety of merchandise. As a rule no one manufacturer's product is ever allowed to dominate a store, or a department, or a window. There may be slight exceptions to this rule when a promotion is on merchandise so important that the sales volume is large enough to warrant a promotion which dominates an entire department. But that is not very often true.

A number of additional sponsors aided the Red Owl stores in putting on the Mrs. Colorado, Mrs. Wisconsin, and Mrs. Minnesota contests. In Colorado, sponsors included Montgomery Ward, Howard Johnson's Motor Lodge, Sigman Meat Company, Inc., Fairmont Foods, and KBTV-TV and KBTR radio.

Firms participating in the Mrs. Minnesota competition included the Leamington Hotel, Fairmont Foods, Fleischmann Yeast, and Swift and Co. In Wisconsin, Fairmont Foods Co. shared the sponsorship.

As a rule a chain store promotion must fit into the regular sales promotion activity of the chain's own promotion department, and must be dovetailed with the department's own activities. Thus, if your product is one that belongs in a School Opening Sale it will be fairly easy to prepare some promotion which hooks into the store's own school opening event. But do not attempt to horn in on school opening week with some promotion which will interfere with it. Wait until there is no big store-wide promotion, or until your product fits naturally into some event which has been scheduled.

Chains Can Create a Market: When chains go to work on a product they can create a market for it if anybody can. During the war when so much merchandise was in short supply, one big national chain went to work on piggy banks and began to give them more promotion, and to stock them in larger quantities give them better display and more attention. Before anybody realized it the country had a piggy bank boom and piggy banks were selling in tremendous volume. All because the chains saw possibilities in them.

The merchandise shortages of the war period opened up chain stores to many items of merchandise which they had never carried in the past. Low priced books are an example. Prior to the war few chains carried books in any volume, and what books were carried were almost entirely children's volumes. During the war one chain after another began stocking books until today many chains have regular popular priced book departments which are carrying their full share of the sales load. Chain stores do not devote space to slow selling items and if a department fails to produce the anticipated volume it is quickly abandoned.

Another important factor to be remembered in planning promotion for chain stores is the fact that the right sort of promotion will induce the chain to give more space to your merchandise. If the promotion plan actually moves merchandise and the chains

see where it would be profitable to give it more space they will be quick to expand the space allowance for any "hot" lines.

Supermarket shoppers are losing their store loyalty. This was revealed in a study of supermarket shoppers released by Burgoyne Index Inc., one of the country's leading market research firms.

Ten years ago, the study revealed nearly half of all shoppers did virtually all their grocery shopping in one favorite store. Today this figure has dropped to 17 per cent.

Burgoyne attributes the change to greater competition plus increased customer desire for more specials, greater variety, and higher quality.

Changes in Store Needs: There are several trends in chain store development today which call for varied revisions in sales promotion programs. Chain stores today are vastly different from the chain stores of only a few years ago. No sales promotion program which is not built with modern trends in mind will produce maximum results. What are some of these changes?

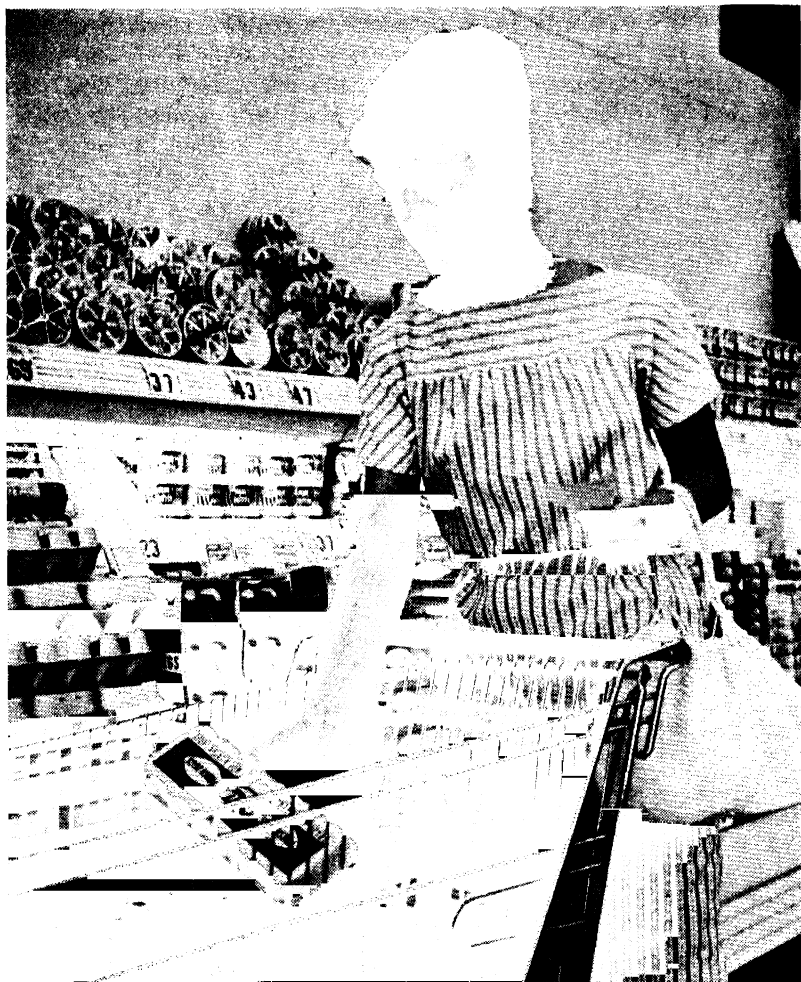
Most important chain store changes are:

1. Higher prices, with constant upgrading.
2. Wider varieties of merchandise.
3. New lines and many new departments.
4. Larger, better lighted, better arranged stores.
5. More and more self-service departments.
6. Fewer clerks.
7. Suburban stores.

Every one of these developments has some influence on sales promotion methods and techniques.

In the food chain field the whole tendency is to eliminate smaller stores and concentrate all effort on larger stores, or supermarkets. The Great Atlantic & Pacific Tea Company's policy in this respect is perhaps typical. It has been closing smaller stores steadily for several years, as have National, Jewel, Safeway, and similar groups.

The trend toward supermarket layout and self-service in even smaller, privately owned stores has made new promotion methods mandatory.

As everybody knows, the modern chain drug store is a combined restaurant, soda fountain, drug, sundry, variety, and electrical goods store. Both of the two largest drug chains, Rexall and Walgreen, are building larger stores, more lavish stores, and

There are no salespeople in a true supermarket. The packaging of the product must sell the customer, and the quality must bring her back for repeat business.
Courtesy CAMERIQUE, Philadelphia

adding new lines of merchandise. All this calls for sales promotion methods which are in keeping with present trends.

Department Store Chains: It is easy to think of our great department stores as individual units. But there are relatively few department stores which are not involved in some sort of chain operation, or some buying hook-up which is to all intents

and purposes a chain store operation. Sales promotion men who think of Marshall Field & Company only as a store in Chicago should remember that this company has branches in all the principal Chicago suburbs and shopping centers.

Many other department stores have branches in shopping centers and even in distant cities. While each store is a separate and distinct unit, many policies are similar. The manufacturer's promotion manager must know, in all of these cases, intimate details of management in the various units of the big department store chains before he can work out sound promotions.

Other big units in the department store field tend more and more to embrace chain store methods. There is a movement in the department store field to curtail the heavy expense of buyers going to market so frequently. This has played into the hands of chain store promoters, and has increased the importance of the big buying organizations.

With the exception of the mail order department stores, nearly all the department store chains allow each store much more leeway than prevails in other chain store promotion programs.

In many drug and grocery and variety chain organizations the sales promotion material comes to the store manager with rigid instructions. It is to be put on display on a specific date, maintained for a given number of days and then "struck" to make way for the next promotion. The individual manager has no alternative but to do as he is told. This is not wholly true of the big department store chains, many of which maintain a complete advertising and sales promotion department at each store.

Working with Associations: Many associations now take a strong hand in building sales for members. It is often possible to work in with an industry promotion which insures better attention for a line of merchandise than would otherwise be possible. Every sales promotion manager whose company is a member of some group such as American Meat Institute, National Association of Bedding Manufacturers, Milk Foundation, or any of the other hundreds of associations should check all his sales promotion activities with these associations to determine whether or not some association activity will coincide or conflict with his own plans.

In nearly every field there is a trade association which does some type of industry-wide promotion. In addition there are varied phases of each industry which have special promotion activities, many of which can be used to advantage by the individual manufacturer.

For example, in the office furniture field there is the Wood Office Furniture Institute. This group, of about 20 leading manufacturers of desks and chairs, publishes a private magazine, advertises wood office furniture in business papers, publishes a merchandising manual, and makes and distributes other helps such as sales training films.

In the same industry is the Executive Office Guild, a group of dealers who represent one manufacturer, the Stow & Davis company of Grand Rapids. These dealers are perhaps the most important office furniture dealers in the country and pay a large annual membership fee. They publish a magazine called *Prestige,* which is sent free to thousands of important buyers. Other activities of the group consist of store and interior decoration services, tie-ups with paint, carpet and rug manufacturers, and a special store modernization service presided over by a skilled architect.

There is a national association of Ford motor car dealers, and many local groups of the same dealers. These groups engage in varied sales promotion activities which, at times, offer opportunities for tie-ups with other manufacturers. These are also local groups which can be useful in sales promotion to manufacturers.

Magazine and Newspaper Promotion Plans: *Chain Store Age* stages, once a year, a national promotion designed to promote the sale of larger sized packages. This promotion, which started in a relatively small way, has grown and grown until it is now almost a promotion classic in the chain store field. It is typical of others which seem to grow more and more important. *Esquire* magazine has all but taken over Father's Day and works out elaborate promotion plans, with considerable display material well in advance of the annual Father's Day event. One of the big advantages of these promotions being sponsored or guided by a magazine is that there is a tendency for an entire industry to work together and coordinate all sales promotional effort toward a common goal.

Many of the general magazines for women, as well as those of a more special nature, stage promotion events which have been embraced by chain stores. However, it should be pointed out that nearly all of these magazine promotions are available to independent as well as chain stores, and should not be considered special chain store events, although the chains are often quick to capitalize on them and make intelligent use of all the material offered.

No sales promotion plan should ever be entirely wrapped up without checking with all the magazines to determine what promotions the magazines may be planning for the period.

Newspapers in the larger cities stage a number of events which have chain store promotion possibilities. Food shows, cooking schools, sport and outdoor shows, garden shows, travel shows, and other similar events are common in our largest cities. These are often sponsored or managed by newspapers and, although they are not national, may swing considerable sales power in local areas.

Radio, Television, and Motion Picture Plans: Motion picture stars have been used in so many different promotion plans that it scarcely seems necessary to describe them. Unnumbered thousands of Western costumes, toy pistols, bandannas, hats, and other items were sold as a result of childish fascination with cowboy heroes.

Tie-ups with current motion pictures have at times produced terrific sales of various products and have been amazingly successful in tie-ups which have sold breakfast foods, given away bicycles in large quantities, and performed other almost miraculous sales events in which chain stores were a factor.

Building promotions around television programs is also so widely accepted that only passing mention is necessary.

It should be pointed out that it is often dangerous and difficult to confine one of these big, spectacular promotion campaigns to chain stores alone, unless the merchandise is sold only by chains. While it is true that the chains are often more willing and more capable of a tie-up with some big promotional event, the manufacturer of a product sold in all types of stores can scarcely favor one group of stores—i.e. a chain—above others.

This problem should not be difficult if the promotion plan is good enough to warrant both chains and independents using it. Certainly there are times when a special promotion designed only for a group of chains, or even for only one chain, is justified. Chief reason for this is that the chains take a plan and put it to work; whereas many independents will be almost wholly indifferent to an excellent promotion plan.

Training Chain Store Personnel: As a rule chain stores prefer to do their own sales training, rather than to work with suppliers. The reasons for this are readily understood. Chain stores feel that it is important for them to direct the sales efforts of store personnel so the sales emphasis will be placed on products and

brands which show the most profit. Some of the larger chains operate well-organized training programs. These are usually decentralized, with the main responsibility placed upon older employees in the store. There is a trend, however, to use manufacturers' visual training aids, especially sound-slidefilms. These have a very definite advantage in *showing* clerks how to sell.

The training formula used by Sears, Roebuck & Company covers 10 points, as follows:

1. Determining what the learner already knows.
2. Telling the employee the facts to be learned. (Lecture, conference, film, manual study, etc.)
3. Discussion to fix the understanding of the content.
4. Telling back by the learner.
5. Demonstration by the instructor, and then by the learner.
6. Reteaching on points not understood.
7. Final demonstration of knowledge (skill, attitude) at end of organized instruction.
8. Performance under supervision.
9. Spot checking of performance for errors.
10. Reteaching or supplementary teaching to improve knowledge or skill.

The Unions and Sales Training: Retail chains which have contracts with labor unions have raised new problems in training store personnel. Unions view meetings held under company auspices with suspicion, and attempt to write into contracts that such meetings must be held on the company's time.

One oil company, as stated, which undertook to interest its filling station salesmen in a sales training course on their own time, ran into union difficulty in some cities. The management got over the hurdle by making it clear that the purpose of the training was self-improvement of the individual, and arranged for outside speakers who were not employees of the company.

The local business agent and union officials were invited to the initial meeting and asked to decide whether it was an activity which they should or should not support. The program for the first meeting was set up so as to appeal to the self-improvement desire of the filling station salesmen, and it was made crystal clear that enrollment in the course was entirely voluntary, that no one *had* to come, and that the purpose was to help the filling station salesman do a better job.

In most cases the union officials reacted favorably to the program after sitting in at the first meeting, and in some instances the union leaders actually volunteered to see that members of their union took the training. As a result this company regards

its filling station salesmen training activities as one of the most important features of its public relations program.

Contest Plans for Chains: Many chain stores are great users of contest plans in which stores and store managers are pitted against each other in selling contests. The manufacturer's sales promotion department which can get a chain to include its merchandise in a contest is almost sure to enjoy stepped-up sales.

Arrangements for contests must be made with headquarters and, as in all other planning, arrangements must be made months in advance of the actual event. Contests can be planned among the personnel of a store, or between stores. Contests for one store are possible only in the larger stores where there are several employees in the department handling the merchandise on which the contest is staged.

Mrs. America state contests, which put a high value on homemaking talents, have proved to be an excellent means of promoting food products and gaining community good will.

Such was the experience of Red Owl Food Stores, Minneapolis. This aggressive chain, with outlets in nine midwestern states, found the promotions so effective it handled the Mrs. America contest in three states in its trade area.

A leaflet offered in scores of Red Owl stores was one of the keys of the campaign. Slanted to the community-minded housewife, the brochure had an entry coupon to be filled out and mailed in.

Hundreds of housewives from communities in the three states sent in the brochure coupon. Each entrant was sent a four-page questionnaire based largely on homemaking problems and family life.

Special Week Plans: It is becoming a joke in this country that there are several times as many special week promotion events as there are weeks in the year. Nevertheless, the idea of a special week is difficult to beat in lining up chain store sales activity. For example, National Crochet Week was taken over by the chain stores and put to good use in selling crocheting materials. The Spool Cotton Company, perhaps better known by the famed old brand names of J. & P. Coats, and Clark's O.N.T. Crochet Cottons, made the most of this event. Prior to Crochet Week this company stocked the chains with two 10-cent books, "Crinoline Lady in Crochet," and "Floral Insertions," both in four colors. Chain stores used these books as the basis for window

and interior displays during Crochet Week and not only sold many of the books, but a large volume of thread as well.

The company advertises in magazines reaching chain store executives and managers to line up cooperation with its national advertising. One year the company's big shot was a full page in four colors in *American Weekly* announcing a "Crochet Your Way Contest" with $10,000 in prizes. Chain stores hooked onto this contest and featured the books, even though the big advertising barrage followed Crochet Week by less than a month.

Crochet Week was a promotion of National Needlecraft Bureau, Inc. One of the features of its campaign was a $1,500 prize contest for window displays featuring crochet work during Crochet Week. There were prizes for department stores, independent variety stores, and for chain stores.

First prizes were $250 each in each group of stores. Only requirement for entry was an 8- by 10-inch photograph of the store. The Bureau paid $5 for each photograph submitted, whether it was a contest winner or not.

In addition to the various weeks in which chain stores often participate, chain stores are more than glad to have assistance on promotion of all other holiday events, such as Valentine's Day, Mother's Day, Father's Day, Fourth of July, School Opening Week, etc.

Packages and Counter Cartons: Chain stores have always been partial to self-selling merchandise, and merchandise which lends itself to shelf display. This is more important today than ever before because chains are attempting to step up volume without employing additional help. Any piece of merchandise which can be mounted on a card, tucked into a display carton to sit on a counter, or hung on a wire frame or a plastic display rack has a better chance of winning chain store cooperation.

So important is this factor of self-selling that many manufacturers experiment constantly with display devices, and build entire sales campaigns around a counter display, or self-selling device of one kind or another. Here are some examples:

Sta-Rite Ginny Lou, Inc., has built a tremendous volume in chain stores on Sta-Rite Bobby Pins, mounted on die-cut cards, which carry an assortment of pins, state the price in large numbers, and show attractive illustrations in color of the pins in use. The company features two cards in business paper advertising because it has built a big business around properly displayed merchandise items.

Berkeley Industries, manufacturer of closet accessories, has been successful in getting many chains to use a large two-sided floor display which has 12 items mounted, ready for instant sale.

E. I. du Pont de Nemours & Company packs toothbrushes on a display card with 2 dozen brushes on each card. The same company furnishes a Lucite counter display which contains 3 dozen brushes. E. Z. Thread Company uses an attractive 4-color display carton to pack 6 or 12 dozen tapes with gripper fasteners. Griffon Cutlery Company promotes a counter display cabinet containing $140 (wholesale) worth of scissors and shears. The former Seiberling Latex Products Co. featured bathing caps in a counter display carton, with 2 dozen to a carton—12 white caps, 4 red, 4 green, 2 blue, and 2 yellow caps in each.

One visit to any chain store shows the importance of packaging merchandise so that it sells itself. In many stores today there is such a shortage of selling personnel that merchandise must literally sell itself or it just doesn't sell at all. This is almost 100 per cent the case in many food stores, especially the large supermarkets, or other stores where the customers expect no help from store clerks. And it is rapidly becoming the custom in many other stores to permit the customer to select his or her own merchandise, bring it to a wrapping station to be wrapped, and "paid out." Packaging such products as meats has made it a lot easier for food stores to do away with the long waits customers had in getting service in that department.

The white space should be big enough to care for the varying sizes of stamps used for marking, and located with a view to ease both in price marking and in reading by the checker.

Fully as important as the design of the package itself is the matter of having the package *in stock* when the consumer is ready to buy it. While this is *always* important, it becomes a *crucial* matter when there is no clerk to assure the disappointed customer that the store is "expecting a shipment any day"—and persuade the consumer to wait. Today, in most chain stores, you are either *in stock* or *out of luck*.

Sales promotion men, with experience in conducting promotional programs aimed at stimulating sales of national brands in self-service stores, agree that the promotions which pay off the best in the long run are those built around the merit of the product, rather than those which appeal to the bargain instinct. These are in the nature of temporary price cuts. They include such promotions as 1-cent sales, combination offers, couponing, premiums, etc. They place all the sales emphasis on some prod-

uct, other than your own, for example, a premium. The result is a "shot-in-the-arm" sales spurt and the inevitable morning after. Chain store promotions, like any promotion aimed to improve a competitive position, should recognize the fact that there is competition between commodities as well as brands, and the commodity which fails to promote itself is likely to be demoted.

Product Displays: The trend toward self-service in every type of store and the intense competition for display space on counters and islands means that it is all but suicidal to attempt to sell

A three-color, die-cut display card with space for pricing is distributed by a food processor to stores and supermarkets to attract and focus customer attention.
Courtesy Campbell Soup Co.

anything but staples without some type of window, counter, or ledge display. A prominent chain store promotion man lists the following requirements for a good display piece:

1. It must be easy to set up, and sturdy enough to stand up well. Should have its own easel or base and not require fastening, tacking, or attaching to any other fixture.
2. It should illustrate the product in use if there is the slightest chance the consumer cannot see at a glance exactly how to use it.

3. It should be colorful, well designed, and simple.
4. It should be informative, including the price.

This same executive added that the card or display device must not be so tall that it will obscure vision of adjoining departments. Today the majority of chain stores will not put up anything which interferes with a customer's line of vision. They want the customer to see all the way to the back, while standing at the entrance. For this reason some very tall cards sent to chain stores in the past have been discarded. Do not expect the chains to use counter display devices which "hog" a department or take up too much room. Counter and display space, as well as floor space, is carefully laid out in all chain stores, and space is allotted strictly on the basis of sales produced by each item. Many promotional devices planned for use in chain stores have been failures because the sales volume did not warrant the space required.

It is extremely important to check this matter of space. If the manufacturer's idea of space required does not coincide with a chain store management's experience and ideas, do not attempt to force chains to use larger displays than they desire to, for theirs is the final decision and must prevail. (See also Chapter 17, "Store Displays and Promotions.")

Selecting Sales and Dealer Helps: Many of the most astute and experienced promotion men make it a rule never to buy any display or counter device until dummies have been made up by hand and tested in an actual store. A device which looks excellent on their desk may have some glaring fault which will not be apparent until it goes on the store counters.

It is usually much cheaper to pay for a few hand-made dummy samples for checking and testing than it is to run the risk of producing a quantity of displays only to find they are too tall, clumsy, or otherwise unsuitable. Recently a manufacturer developed a display card on which were mounted one dozen items. In testing the card empty or dummy cartons were used. The card seemed attractive and just what was needed. When the cards were all printed and the merchandise mounted, it was found that the cards were unstable; the easel was not large enough and the cards had a tendency to topple over on the counters. The promotion was a flat failure.

This same principle must be applied to every step along the way in planning any promotion for chains. It is not enough to check with a store manager, or to make some sort of a test in a

little corner store. Check everything with top men in the chain organization, then double check with the chain's own promotion and display men. It is necessary to become familiar with each chain's rules and regulations and policies, and to be currently familiar with chain promotional activities. Without this knowledge there is a big hazard that your carefully planned and expensive promotion will fail for some simple reason which could have been discovered by careful checking.

Chapter 35

INDUSTRIAL SALES PROMOTIONS

Buying Motives of Industrial Prospects: It is not unusual in discussing sales problems with a manufacturer selling to industrial buyers for him to say: "We don't go for sales ballyhoo in our business. Our salesmen are trained engineers and they do business on an engineering plane. Sales promotion may be all right for the manufacturer of electric refrigerators, but our business is different." But is it? Actually they are faced with the problem which confronts every manufacturer sooner or later, that of making people want what they make.

A manufacturer of bearing metal built up a tight little business because he made a product of superior quality. But it was higher in price than competitive metals. When his salesmen called upon a machinery manufacturer, they usually contacted the purchasing agent who took the position that since the bearing metal now being used was satisfactory and lower in price, there would be no point to increasing the cost of the machine.

Then one of the salesmen learned, while talking with a user of this type of machinery, that it was not uncommon for bearings to burn out. When that happened the mill was down until the machine could be taken apart and a new bearing poured—all of which cost time and money, to say nothing of lost profits. This gave the salesman an idea.

The salesman went back to one of the large manufacturers of this type of machinery, but instead of calling on the purchasing agent he called on the sales manager. He reported his conversation with the mill owner, and asked the sales manager how much his company could afford to pay to have machinery which would cut down the customer's loss from such shut-downs. The sales manager didn't know the answer, but admitted he would have a big edge on his competitors if he could offer machinery which ran faster with less risk of burning out bearings. By converting the higher speed into terms of production, savings could be shown

which would justify any reasonable price. The salesman asked if such an advantage would be worth $50,000 a year to the company. The sales manager felt sure it would. Then the salesman explained the company could add from 3 to 5 years to the life of its machines, run them at a much higher rate of speed, thereby increasing production per machine, and cut the breakdowns one-third to one-half, by spending not $50,000 a year, but $5,000 a year—the cost of his bearing metal over that which the engineering department was currently specifying and what the purchasing department was buying. The sales manager "sold" the engineering department on the idea of giving the salesman's metal a thorough test. The test proved out, and for more than 10 years thereafter this bearing metal was used in all machines made by that company.

The point, of course, is that this salesman went to town when he discovered that customers who were only mildly interested in quality, if it increased the cost of their products, were tremendously interested in increasing the operating efficiency of the machines they sold. He stopped talking about how much better his bearing metal was than that made and sold by his competitors, and concentrated instead upon convincing his customers they could place themselves in a stronger competitive position by increasing the life and wearing qualities of the bearings on their machines. He made them want that competitive advantage more than the money it cost, and his sales talk began to click. So did the company's sales promotion when it capitalized on this salesman's discovery and stopped bragging about how much better the product was, and emphasized what a better metal meant in terms of longevity. Thus a principle well established in the promotion of "unwanted" consumer products paid off for a manufacturer who had always believed that a product which was superior to those offered by competitors would sell itself, even if the price were higher. People will make a path to the door of the man who makes a better mousetrap, provided first of all they *want* a better mousetrap.

A common fault in much promotion for technical products is too much emphasis on technical points and too little attention to the basic fundamentals upon which every sale depends, regardless of what the product may be or the type of customer who is being sold. A proper balance should be maintained.

Breakdown of Promotional Effort: While there are certain groups in the industrial field which operate extensive sales pro-

motional departments, as, for example, companies selling trucks, earth-moving machinery, and other heavy and relatively high-priced products, the majority of companies combine sales promotion with advertising. The tie-in with sales, rightly or wrongly, is less pronounced than in the consumer field.

A study of a typical year's breakdown of the industrial advertising budgets of 500 representative companies revealed the following percentages of expenditures:

Technical and trade magazine space	41.0%
Company catalogs	13.0
Direct mail	9.2
Production (space advertising)	8.0
Space in general magazines	5.2
Publicity	4.1
Salaries and administration (where charged)	4.0
Exhibits	3.5
Dealer and distributor helps	2.4
Motion pictures and slidefilms	1.3
Newspaper space	1.2
Market research	0.4
Other expenditures	6.7

Just what these figures cover in some cases is not certain. What comprises direct mail, for example, might be debated at length without general agreement.

Similarly, the word "publicity" is open to question. However, there can be no doubt but that the lion's share of industrial advertising money goes for publications of various kinds.

DEMONSTRATIONS AND EXHIBITIONS

Since most industrial products are sold on the basis of what they can do, manufacturers lean heavily on demonstrating the product to promote its sale. This is particularly true of machinery and heavy industrial products. There is a growing number of industrial shows, both national and regional, which offer an opportunity to display the equipment and even show it in action. Users of equipment are usually willing to cooperate and permit a manufacturer or his representatives to bring prospective buyers to their plants and see the equipment in operation. In the case of equipment or materials which can be easily transported, some

manufacturers employ technically trained representatives to put on demonstrations in the plant or mine of the prospect.

Short of an actual demonstration of the product itself, the next best way to promote its sale is by "case studies" made by an independent research organization. These studies show how the product is used by a particular plant, the savings it has made possible, and other benefits obtained from its use. This type of sales promotion was popular prior to the depression of the 1930's.

The Open House: An excellent way of reaching industrial customers is by holding open houses.

Gulf Supply, Inc., Beaumont, Texas, an industrial supply company, staged its own trade show to help get product information to customers and prospects. According to Rudy Williams, Gulf Supply's president, the show produced at least 50 new customers and brought in an additional $1 million annually in sales.

The company displayed products of 57 different manufacturers. Two factors led to staging the show. First, the management felt that there was a need to quickly tell each product story to its increasingly sophisticated market. Second, with cooperation from the manufacturers, the distributor had staged smaller, but similar "open houses" and results indicated that a big show would bring even better response. A three-day show was planned at the company's Houston branch.

Five thousand prospects were formally invited to spend a day at the show. More than 3,600 accepted, and schedules were arranged so approximately 1,200 could attend each day. The distributor, impressed by results, scheduled shows in other cities.

Contests as a Promotional Aid: A type of promotion which is becoming popular in the industrial field is competitive demonstrations, such as an "Earth-Moving Contest" where manufacturers get together and put on a "show" for an interested audience. These competitions had their inception in the plowing contests which are the high spots in county fairs. They serve the double purpose of making onlookers dissatisfied with their present methods and equipment, and awakening interest in up-to-date methods.

The value of such promotions, however, depends on how the competition is publicized. The right people must be brought out to see the show, a means of registering them must be devised, and no opportunity missed to capitalize on the interest created. This can be done by developing special literature around the more interesting competitions, featuring results in paid advertising

(rather than depending too much on free publicity) in industrial and other publications. Good photographs, offered gratis to the press, are a big help. Editors, who might not give a contest free publicity, find it hard to resist a good "action" photograph. Caterpillar Tractor secures thousands of dollars' worth of excellent publicity by furnishing high-grade photographs of its equipment *in action.*

Mailable Visual Aids: A manufacturer of spray nozzles for water treatment plants was recently faced with the problem of showing prospective customers what his products could do. He wanted to explain and demonstrate the variety of results that may be achieved. His solution was to use a miniature 8-frame film strip of 35mm. color slides mounted on stiff cardboard, mailed in an envelope together with a folding slide viewer. The slides showed aeration nozzles installed at such widely separated locations as Providence, Rhode Island; Newark, New Jersey; and Westfield, Massachusetts, and described the salient features of each nozzle.

Demonstrating nonportable products is only one of the many ways a mailable visual aid may be used. The depth, clarity and realism of 35mm. color transparencies mounted on a strip makes them ideal for:

Generating interest in new products.

Introducing new advertising campaigns.

Previewing television commercials.

Winning support of new ideas.

Psychologically, the attractive pocket kit commands attention. Few who receive it can resist looking through the eyepiece. Also, experience shows the kits have a long retention value. Recipients view the pictures again and again. Among other uses that have been made of the portable slide viewers:

A roofing company depicted completed home improvement jobs, provided each of its door-to-door salesmen with kits.

A leading electrical company introduced a new cable product to heads of engineering departments throughout the nation.

An automobile company previewed new car models to 350,000 stockholders in advance of public showings.

A soft drink company announced television commercials to salesmen, distributors, and regional bottlers.

A manufacturing company portrayed a sequence of inplant facilities and community living advantages to aid in recruiting technical personnel.

GETTING LEADS FOR SALESMEN

One of the most effective ways to promote the sales of industrial products, which may be purchased only occasionally or to fill a special need, is to keep "feeding" salesmen worth-while leads. This has a double value to the company, it conserves the salesman's time and increases his production and it also keeps the salesmen on their toes and reduces turnover and the cost of bringing new men into production.

However, there are leads and leads. Some sales managers make the mistake of thinking any kind of an inquiry is a good lead and get quite provoked at salesmen who won't follow them up. Not so long ago, one of the factory equipment manufacturers, after a favorable test, went all out on a program of obtaining leads for its salesmen. It issued a library of application booklets, featured them in advertisements in technical publications, and succeeded in getting hundreds of requests for them.

These requests were acknowledged, then sent to the salesmen to be followed up with a personal call. When the inquiry was sent to the salesman, he was sent a special form which he was required to fill out and mail back to the advertising department. The report indicated the date of his call, what transpired, whether he made a sale, and if not, why. If the salesman did not report in 10 days, he received a needling letter. If that didn't work he got a letter over the sales manager's signature explaining that the inquiry had cost the company a lot of money, and the company expected him to call promptly and, if possible, turn the inquiry into an order.

On its face this looked like a good system, and the advertising manager was quite keen about it. It supplied him with some very useful figures to use on the board of directors when there was any doubt as to what the results were from all the money that was being spent for advertising. But the salesmen soon lost their enthusiasm for following up the inquiries after they had wasted a good deal of time following up curiosity seekers. They resented the needling from the advertising department, and before long the whole plan broke down. The advertising manager was replaced and advertising emphasis was placed on what the product would save, rather than on a free booklet. That type of advertising did not produce so many inquiries, but those it did produce were invariably closed by the salesman.

Republic Tells Its Story: Because of their nature, size or bulk, industrial products and raw materials lend themselves to

the use of films and slides. To bring its story of degassed steels to its own sales force and, in turn, to their customers, Republic Steel Corporation used a packaged communications program for presentation to both of these important groups.

The tools employed included a flip chart, a meeting guide, a take-home piece for the salesman, and a 16mm. motion picture. The film was used to drive home the advantages of the Republic operation to the salesmen.

The program is, in fact, complete enough for the customer to conduct *his* own meeting if necessary.

To help salesmen to set up these meetings, an 8mm. sound film (shown on Fairchild repeater-type projectors) is available for management showings. The 11½-minute color film in this packaged program, "Ladle Vacuum Degassing," is a straightforward technical film report showing the actual process at work in the steel mill—from the melting furnace to the new induction-stirred vacuum degassing units. The exposition of these facts and the commentary are sufficiently nontechnical to be understood by men who have steel-related interests but who may not be technically-oriented. Produced in 16mm. Kodachrome, prints were reduced to 8mm. sound for field shows.

Inland's "Magic Show": "Magic" was used by Inland Steel Co., Chicago, to dramatize the advantages of its new steel at a technical trade show. The company used a magician and his pretty assistant to capture the attention of show visitors. With the aid of a few props, a piece of carbon steel was magically brewed into a gleaming sheet of the new steel. Another piece of the new product took the shape of a square, a circle, and a diamond in rapid succession. The performances were presented 12 times daily during the four days of the show. The inland Steel exhibit produced 850 requests for more information and 85 orders.

Reciprocal Sales Leads: A fertile source of leads for salesmen in the industrial field are companies who are buying what you sell, and to whom you are sending orders for what they make. Some sales executives frown upon "reciprocity" in sales relationships, contending that both sides usually get the worst of these deals. It is a form of "you scratch my back, and I'll scratch yours" selling which, they contend, undermines good business relations. On the other hand, when both buyer and seller publish prices, and there is not much chance of "loading the order" just because of the buyer-seller relationship, there is no reason why reciprocity

should not be practiced. It is important, however, that the matter be approached in a constructive way, either in personal contact by the salesman or in correspondence. Nothing can destroy good will more quickly than a salesman who barges into the purchasing department of a company from which you buy to solicit business on these grounds alone.

A letter which worked out very well for the Quaker Rubber Corporation, in obtaining leads from sources of supply, yet which did not attempt to "strong arm" the supplier follows:

Gentlemen:

Did you ever split an axiom?

Well, let's try Let's shatter the old axiom that states "Suggested Reciprocity Is Poor Business "

We feel that suggested reciprocity is NOT poor business and that it will NOT create a negative response if one does not try to hide the subject behind a fancy-worded letter

To be very honest, Quaker Rubber Corporation, like every other company, is continually seeking new business. In this process, our suppliers came to our attention We have purchased your goods for some time and we know you, for the most part, only by those products and materials we buy from you May we suggest that you enlighten us further on other products we might be able to buy from you? In turn, may we have the opportunity to give you a more complete picture of the 9,001 industrial rubber goods we manufacture that you could possibly use in your operation?

The definition of reciprocity per Webster is, "Mutual dependence and cooperation " For the life of us, we can see nothing sinful or negative in that definition The negative connotation was born, we feel, in the minds of those people who have deliberately applied it with unscrupulous intent

In closing, let us put it this way--if we were not a customer of yours, we would not hesitate to try making you a customer of ours Why should the situation be any different just because you happen to supply us with some of the products which you make?

There! Don't you think that old axiom is split wide open? Why not write us and let us know what you think?

Yours very truly,

Organizing Leads for Road Salesmen: If the business employs only a few salesmen who travel out of the home office, the cost of following up leads in far away places poses a problem. The cost can, however, be held to a minimum if as leads come in they are duly acknowledged and sent the proper sales literature at once. If the inquiry looks important and urgent a red tack, numbered to indicate month of receipt, is stuck into a control map, in the city

where the inquirer's plant is located. If it seems to be just a run of the mine type of inquiry, a dated blue tack is stuck in the map. If it is of doubtful value, possibly just a curiosity seeker, a white tack is used. Call slips for each inquiry, in duplicate, are made out and filed geographically, by state, city, and company.

Whenever a salesman is planning a trip, the sales manager can see at a glance where the "hot" prospects are located along the route he will follow. He pulls from the file the original call slips on all red, blue, or white prospects in those cities, hands them to the salesman, who uses them as a basis for making up his itinerary. At the same time the salesman's name is noted on the duplicate call slip remaining in the file, so that there is a record of the salesman to whom it was given and the date.

"Use the User" Contests: One of the most fruitful sources of leads is the satisfied user of a product or service. Some years ago a sales manager in the automobile field made the statement, and proved it, that any salesman could double his earnings if he so arranged his time that, in addition to his regular contacts, he called twice during the year on present users of the car sold by his company. His first call was to get better acquainted and show an interest in the car owner's problems, and then, having established a friendly basis, persuade the car owner to give him the names of friends who might be interested in buying a new car. It is common practice among life insurance underwriters, when having written a policy for a man, to get the names of his friends who might be in need of more insurance.

This same principle works in sales promotion as well as in personal selling. During the depression when utility companies were doing everything possible to build their lead, a number of them inaugurated "Bird Dog" contests for office employees. The purpose was to get these employees to check with their friends to learn whether they were planning to purchase any electrical appliances, and then turn in a prospect slip on them. The slips were sorted out by territories and given to outside salesmen who followed through. If a sale resulted the employee who turned in the lead was awarded a certain number of points good for merchandise of his own selection. If no sale resulted, the employee still received a few points just for turning in the lead. To build up interest in the plan, prize books, featuring the merchandise with the number of points required to win it, were distributed. To qualify for the prizes an employee had to turn in five leads, and when he had done that his light was lit on the office scoreboard. Each week the number of points to the credit

of each contestant was posted on the board so the entire office force could see how the campaign was progressing and who was in the lead. To keep interest at high pitch weekly mailings of an educational nature were sent to the home of each employee, with a letter to interest the employee's homefolks in the opportunity the contest offered to get those long-wanted things for the home just by making a few calls of an evening.

The use of this type of contest received a setback in March 1949 as a result of an opinion by the Wage and Hour Administration that employees competing in such a contest are entitled to time and a half compensation for the hours they work outside of business. The opinion reads:

> "Where the engagement in contest activities takes place outside of the normal working hours, it is necessary to keep accurate records of the time so spent and to compensate for such time according to the provisions of the Fair Labor Standards Act. The fact that such time is voluntarily spent by the employee and no compensation is promised, other than the prizes for employees accumulating the greatest number of points, does not affect this conclusion."

This ruling, of course, would not affect employees not covered by the Wages and Hours Act, and does not touch the contest status of professional and administrative personnel or outside salesmen.

Subscribing to press clipping services, new building reports, trade papers, and similar publications is another source of good leads which should not be overlooked.

COOPERATIVE CATALOGS AND BUYERS' GUIDES

A method of promoting the sale of "specified" products worthy of more thought and attention than it usually receives is "reference advertising." In the building, engineering, and other fields, it is an almost impossible task for those who design and specify products to keep on file up-to-date catalogs of even the leading manufacturers. Yet it is imperative that detailed information about materials and products to be specified should be available in the office when projects are under discussion or when the specifications for the job are being drawn.

This problem has been solved in some industries by the cooperative catalog, of which Sweet's is an outstanding example. These catalogs are simply the condensed catalogs of many different manufacturers supplying products in a certain field, standardized in size, and bound into one book or library of books. They are usually published by a house with contacts in the field,

or as is the case with material handling equipment, by a group of manufacturers on their own. In such cases they employ an advertising agency to organize the book, handle mechanical and production details. Each cooperating manufacturer distributes his own reference books, or this may be done by a central office to avoid duplication.

Buyers' guides or trade directories are published for nearly every important industry. In addition to listing sources of supply, they carry the advertising of companies that wish to bring their product to the attention of the buyer at a time when he is wondering where to get it.

Type of Advertising Most Effective: Advertisements for cooperative catalogs or trade directories should give as much detailed information about a product as an architect or an engineer might require. Unlike "copy" for technical and trade publications, which must first catch the reader's eye to get attention, and therefore must be arresting and well displayed, copy for reference use can be relatively "dry" and still be read. It should give dimensions, list and describe the various grades and sizes in which the product is available, and give facts which will help the reader make an intelligent decision. Most reference advertising is too general and riddled with superlatives. While any advertisement must do a certain amount of selling, reference advertising should be planned to *serve* rather than sell.

Another weakness of reference advertising is that too much copy is usually crowded into too little space. It is better, if funds are inadequate to do a job in all reference books published in the industry, to buy more space in a few of the most widely used books and do a thorough job. If the coverage of a reference book is relatively small, and is used only by a fraction of the industry, it is better not to use it at all than to use billboard "copy." While such "copy" may result in a few people writing for catalogs, that objective can be attained at less cost, by the use of publications which are read for equipment news rather than used for reference. Advertising is not different from any other business undertaking —if it is worth doing at all it is worth doing well. This is especially true of reference advertising, too much of which is poorly done.

FOLLOW-UP CAMPAIGNS

Making a sale has been likened to laying siege to a city. First of all you surround it and then you attack, and keep on attacking until you wear down its resistance and the city falls. So it is in

selling. Some sales objectives are attained quickly and with relative ease by a single call. But more often it is a case of locating the prospect and then getting the order by "keeping everlastingly at it." It is not unusual in industrial selling to work on a prospective buyer for several months, or even years, before he signs on the dotted line. This is especially true in the case of heavy products the sale of which requires overcoming many prejudices and well-entrenched buying habits.

The Industrial Mailing List: Building a list of prospective buyers is relatively simple when the product is sold to stores. All that is necessary is to take a trade or city directory, check the names against credit rating books for buying ability, and from other sources get the name of the individual who owns or manages the store. In selling to industry, however, it is not enough to know the names of establishments which could profitably use what you are selling. You need to know (1) the name of the person or persons in the organization most likely to instigate the purchase of your product; (2) the name of the executive who will requisition the product; (3) the name of the officer who will approve the requisition; and finally (4) the name of the purchasing agent or executive who will actually place the order. They are all factors in the sale. In all probability the salesman sees only one or two of these persons. The others, when known, must be systematically followed up by mail. Failure to make sure that every factor in the sale was "sold" might mean the loss of not only the order, but the effort expended by the sales and sales promotion departments to get that establishment on the books.

This "penetration" of important prospective accounts presents a difficult problem in industrial marketing. It can be accomplished to some extent by well-planned advertising in publications known to cover all buying factors involved. Some technical publications are so well edited, and so newsworthy, that they are "must" reading for most of the executives and engineers in a plant. But that is assuming a great deal. Purchasing agents, for example, are usually so busy that they have little or no time for reading. They may read a publication edited expressly for purchasing executives, then again they may not.

The only safe way to be sure of getting deep penetration is to build up, with the help of the sales force, industrial directories, and other sources, as complete a mailing list as possible; painstakingly classify each name so it can be quickly selected for special mailings; and then work it systematically with "reason why" sales literature. The all too common practice of sending

such pieces to the company with no individual names, while all very well under certain conditions, is inadequate if you want to penetrate a large industrial plant. Tests show that company-addressed mail is usually opened in a mailing department by the mail clerk, who uses his judgment (which may be good or bad) as to who should get the piece. Since mailing clerks rate promotional literature very lightly, if at all, the piece usually lands in the wastepaper basket of the third assistant in charge of purchasing. It should have been sent directly to the executive most likely to specify the purchase of your products.

On the theory that an industrial buyer who is once a prospect is always a prospect until he buys, and even after that, mailing lists used to promote sales to industry are usually embossed on metal address plates, of a style which permits selector tabbing. Thus the plates might be tabbed first to permit selection by line of business or according to the use of the product. Another arrangement of tabs might enable the promotion manager to select desired classification of executives. He might not want to send the same message to the engineer who is looking for ways to improve his product, as he would to the operations executive who is interested mostly in increasing production, or the purchasing agent who is interested above all in price. Or again, in the case of supplies or materials which are bought continuously, it may be desirable to select names according to when the company last purchased.

One company making and selling brass specialties to industry, for example, found that by classifying prospective customers according to the time of the year they were in the market for the products the company sold, and then timing mailings to each group of buyers to reach them at that time, paid big dividends. It almost doubled the returns from mailings. Another New England company, concerned because it was spending as much to promote sales to prospects of limited buying power as it was to prospects whose business was highly desirable and far more profitable, divided its mailing list into "blue" and "white" prospects. In addition to selections possible by the use of selector tabs, the blue cards were used on address plates of especially good prospects. The other cards were white.

With that distinction, it was possible for the addressing machine operator to address envelopes or mailing pieces only to "blue" prospects by simply skipping the white cards as the plates passed through the addressing machines. Blue names were worked once a month; white names three times a year. This

permitted concentrating the bulk of the sales promotional budget on the most desirable names.

But no matter how painstakingly a mailing list may be compiled, it can soon become a liability unless constantly checked for dead names. This is especially true when the names of individuals are used. Trade papers should be watched and clipped for corporate and personnel changes. Mail returns should be handled as they come in, and not allowed to accumulate for weeks and months before the list is corrected. Once a year lists should be run on strips and forwarded to the salesman or distributed in the territory to make sure there are no dead names on the list. It is not always wise, however, to kill names which the salesman deems "duds" just because he hasn't been able to sell them. There is no such thing as a "dead" prospect.

Follow-Up Letters: There is no better device for following up names of prospective buyers than well-written, good-will building letters. They do not have to be filled in with the prospect's name, if his name is on the envelope to make certain the letter will go to his desk. Tests show that the extra cost of matched fill-ins is seldom justified. If a letter is that important, and sufficiently personal to call for a salutation, it is better to use an automatic electric typewriter for duplicating it. A paper "record" is cut, after the fashion of a player-piano roll, which when put in the machine operates the typewriter keys automatically. The machine can be stopped where desired and a special paragraph, line, or word can be typed in by the operator, who usually operates a battery of three or four machines at one time. To make doubly sure the prospect receives the letter, carbon copies can be made at the time the original is typed, and mailed a few weeks later with a penciled notation "Did you receive this letter?" These carbon copies often produce better results than the original.

Follow-up letters should be short and to the point if they are to be read by busy executives of industrial plants. They must come to the point quickly and talk about the prospect's problems rather than the writer's. They should be dignified in style, quickly get attention, create interest, prove your claim, and get action. They should not be loaded down with technical descriptions which can be presented better in a mimeographed or printed attachment accompanying the letter. A good rule is to let the enclosure describe, and the letter sell.

A stratagem which has worked well for many companies selling industrial equipment is to develop a series of letters, each on a different letterhead and each over the signature of a differ-

ent executive. Thus the first letter may be from the manager of the service department, the second from the chief engineer, the third from the sales manager, and the fourth from the president. Each writer would, according to his position with the company, approach the sale from a different angle. The first two letters would be "warmer uppers" and the last two closers.

Service Bulletins: Periodical frequency of promotional mailings is desirable, not alone to keep the name of the company and its product before industry, but to obtain the cumulative values which accrue to any well-planned advertising effort. That is why so many companies selling to industrial markets favor the house organ as a sales promotional device. However, unless house organs are unusually well done and contain information of real value to technical-minded persons they are just one more piece of direct mail. Industrial house organs are too often started without consideration of the need of the industry. The manufacturer decides it would be a wonderful thing to have a company organ which would be read once a month, 12 times a year, by all his customers. The first few issues are lively and of real value, but all too soon the material runs thin and the editor is hard put to fill the pages. Before starting a house publication make sure a high degree of reader interest can be maintained, and that there is a need for the type of publication you intend to issue. It is, as a rule, foolish to spend money for a house publication in a field already served by a lively, newsy, trade or technical paper. You would only be doing in a less effective way what is already being well done. However, there are opportunities for well-edited house publications in specialized industrial fields. *The Valve World*, published by the Crane Company of Chicago, is an example.

To get away from the stereotyped house organ format, and the obligation to get out a house publication every month, quarter, or whatever period may be decided upon, some favor the bulletin service type of communication. This usually consists of one or more loose-leaf sheets, arranged for reference filing, with a brief covering letter. The letter personalizes the contact, and the loose-leaf sheets describe applications of interest to the reader, or other technical data which he is glad to receive and have on file. This type of promotion is flexible, and can be inexpensively produced by multilith or planograph process. Some of the sheets may be mimeographed, or if four colors are required for a special purpose, those sheets can be produced by letterpress. The number of sheets included in any given release may be changed according to the material to be released.

Chapter 36

THE MANUFACTURERS' AGENT

FOR thousands of manufacturers who are unable to stand the financial burden of maintaining a force of salesmen for exclusive representation the manufacturers' agent is, in a sense, a godsend.

While he may be, to some manufacturers, a heaven-sent blessing, he is at the same time a baffling problem. It seems that the chief ambition of every manufacturers' agent is to assemble as many lines, corral as much territory as possible. Then he can sit in his office and wait for orders to come in over the transom. This is, in some cases, literally what happens. Some manufacturers' agents are so well established, have so many lines, that a mere trickle of business on each line will earn them from $20,000 to $30,000 a year in commissions, with amazingly little effort.

Then there is another type of manufacturers' agent who has one or two good lines, gives them constant and aggressive sales work, and is altogether a great blessing and asset. Naturally, this latter variety is scarce. There is never enough of his brand to go around, and the good manufacturers' agent, who is doing a job for one or more manufacturers, usually is offered a new line about once a week. It is the insatiable demand for good agents that creates the problem. The agent has little incentive to take on some line on which there is little business in his territory, and put men to work on it on a missionary basis, so long as he has established lines which are showing a profit currently. Yet in the office of a good manufacturers' agent there is a constant stream of men from factories urging the agent to take on "just one more line."

The better the manufacturers' agent is, the less likely he is to take on another line. There are manufacturers' agents who have represented one or two, or possibly three, lines for 20 to 30 years.

These agents have turned down hundreds of opportunities to represent other manufacturers.

There is also the manufacturers' agent who sets up a little office, hires a part-time secretary to answer telephone calls, and begins assembling a badly assorted group of lines, hoping to have enough windfall business to earn a living. He has little sales ability, is short of capital, and is a bad investment for any manufacturer. But it is often surprising to see how many good lines are tied up with agents who are unable or unwilling to put any creative salesmanship into the picture.

Types of Manufacturers' Agents: The manufacturers' agent differs from the sales agent in that he handles many different products and operates entirely free of control from the manufacturer. On the other hand, a sales agent such as those selling a line of cash registers, appliances, or machinery, operates under a franchise which defines the agent's area of operations, and while it may not be written into the agreement, it is thoroughly understood that if he takes on a competitive line, or fails to meet a required sales quota, the franchise will be canceled. Unlike a distributor, the manufacturers' agent sells to whomever he pleases, and it is not unusual for such agents to sell wholesalers, dealers, and consumers alike.

Another advantage of the manufacturers' agent is that he offers manufacturers an economical, if not always a very satisfactory, way to cover sparsely settled or fringe territories where it would not pay to travel a salesman. Agents also serve, in the case of machinery and equipment manufacturers, to provide a way to show the product in strategically located centers. Inquiries are referred to the agent, who is in a position to demonstrate the product to interested prospects. There are certain things which cannot be sold from pictures; the product must be seen before it will be bought.

Then there are low-priced, nonrepeating products which require some selling effort, but are not sufficiently profitable to sell direct. These can be economically distributed by carefully chosen agents. And the same holds true of lines such as furniture, which repeat slowly, that can be sold by salesmen carrying a number of related lines about as well as if they sold only one line. Traveling salesmen today is rather expensive, and good salesmen are few and far between.

Another type of manufacturers' agent is the specialist who controls a number of large accounts, such as bottling plants,

by virtue of his knowledge of the bottling business and his facilities to aid them in solving production and marketing problems. This type of agent can get business which the manufacturer's salesman might have some difficulty in obtaining. The creative nature of such customer service works to the advantage of the manufacturer too, since the more business the agent helps his customers develop, the more the agent will sell to them and the more the manufacturer, in turn, will sell. Specialist agents usually operate under agreements which restrict their sales to certain For example, a bottle cap manufacturer desiring to build up his sales to Dr. Pepper bottlers might give a manufacturers' agent groups of customers, within a given territory or even nationally. specializing in servicing Dr. Pepper bottlers the exclusive right to sell such bottlers a specific type of cap in a stated region, such as the Southwest or on the Pacific coast.

Selecting a Manufacturers' Agent: The sales manager of a well-known company manufacturing an established line of mechanical specialties had to find an agent to represent a new line the company was marketing. He came to Chicago and called on three large buyers of the product in question. All three recommended the same manufacturers' agent, who was handling related lines.

The sales manager felt that he had exactly the right man. He was able to sign up the man of many recommendations. Back to his offices he went, more or less elated that he had obtained such a promising man.

Weeks passed without orders. Then months passed. A stream of letters to the agent brought brief replies to the effect that they were "getting lined up." Other alibis followed in place of orders. When the sales manager finally returned to Chicago for investigation he found that the agent he had signed was not interested in the line. He merely took it on with the hope that some windfall business would come his way.

This experience, which has been repeated thousands of times, clearly shows the problems of the sales promotion manager who works with manufacturers' agents. He must produce promotion aids, and sales aids: (1) which are easy to use; (2) which fit in with the agent's other sales aids; (3) which do not take up too much room, or weigh too much; and (4) which are complete, simple, and virtually self-explanatory.

While we understand that the sales promotion man usually has little to say in the selection of manufacturers' agents, it is true

that the first step in building sales through agents is proper selection. Too often agents are selected without rhyme or reason. Agents should be selected for:

1. Knowledge of the product—or
2. Knowledge and following of buyers;
3. Reputation for honesty and good service;
4. Sales ability, and sound judgment;
5. Reputation for sticking to a few lines.

Do not anticipate best results from an agent who has a badly assorted group of lines. For example: One agent has a line of razor blades and cutlery, a line of fishing tackle, and a line of baking specialties sold to wholesale bakers. The trouble is that none of the lines are related or complementary. On the other hand, another highly successful manufacturers' agent has a line of office desks, and two lines of office chairs, all three of which are related and sold to substantially the same customers.

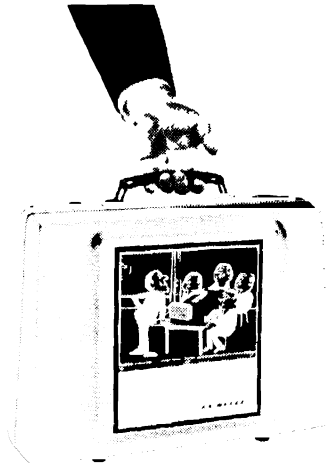
As a rule, the smart manufacturers' agent will stick to lines which have some relation to each other, and which do not require cultivation of a wholly different class of trade. It is the rare agent who can sell a jeweler on one call, then hit it off with a garage owner the next call; nor can the man who sells steam plant specialties make encouraging progress with a line of automobile accessories. A clothing man if he has a short specialty line may do all right with a notion line, but if he jumps the fence into a distant field he may be worth little to the manufacturer.

Sample Equipment and Sales Kits: There are few manufacturers' agents who are equipped to do a creative selling job similar to what we expect from exclusive salesmen. They may have other lines; they cannot, or will not, carry too much material in the way of samples and sales kits. They want something which will fit into, or which can be combined with, their regular sales portfolio or sample case.

A sales manager whose line is sold in many territories by manufacturers' agents had this to say: "The average manufacturers' agent will not place new sheets in his catalog binder; he will not post price changes in his book; he will not carry a demonstrator, or samples. This is particularly true of the older, better established men. Day after day we get telegrams and telephone calls, as well as letters, asking for current prices, or other information, from agents who have neglected to read the mail and bulletins we send them. This problem of getting agents to keep their catalog up to date, to post price and specification data, and

to maintain samples is the biggest one we have. We have tried everything and are far from having the problem licked."

Pessimistic as this report is, it is typical enough to be studied carefully. It spotlights at least one of the most harassing problems which occur in dealing with manufacturers' agents. But these are not all the problems. Manufacturers' agents often do not cooperate in sending in call reports or lists of prospects, or ask for mail assistance. They expect same day answers to all

To be sure that the sales story is told properly and completely, some companies provide their agents and salesmen with automatic, prerecorded presentations in light, easy-to-carry, sight-and-sound projectors. This battery-operated model for tape and 35mm. film strips provides 10 showings per day and may be recharged overnight.

Courtesy LaBelle Industries, Inc.

their inquiries, but will not answer letters, mail reports, or work with the promotion managers as they should.

Nor are they always active in going after leads sent to them, or in following up inquiries. In spite of all this, millions of dollars in sales are made through manufacturers' agents every year.

How much cooperation can be won from them depends almost entirely upon the sales promotion manager's understanding of their problems. To win and hold cooperation the sales promotion manager must produce a sample outfit or sales kit which will create profit for the agent. Otherwise it will not be used, no matter how beautiful or well done it may be.

How to Plan Sales Kits: Find out from each agent what sort of kit he is now using most frequently. If possible plan a kit which will fit into the cover he is already using. This is not to save the price of the cover, but to get it into the kit or portfolio he is already using. A number of promotion managers plan such

kits, put them in a cover, but suggest to the agent that he remove the contents and incorporate it in his regular kit, or catalog cover.

Obviously it is better to have a complete presentation kit with cover, if we are sure the agents will use them. Hence it is customary to include good covers, but with rings, or posts, or other binding devices which will fit into the covers the agents are already using.

It may be that agents are using different sized kits. When this is true, select the size the largest number of agents are using and plan your material to fit those kits.

Several years ago a group of manufacturers in a small trade association were all using different sized catalogs—some considerably oversize. It was found that the larger catalogs were not popular with manufacturers' agents; they carried the standard 8½- by 11-inch catalogs and neglected the others. Today this group of manufacturers all use the same size catalogs, binders, and a standard punching arrangement.

After obtaining the agent's own ideas for a sales kit produce a kit which carries a complete sales story, with a full-fledged sales presentation to enable the agent to present your proposition as it needs to be presented. The sales kit that does the double duty of educating the agent and selling the customer as well is the best investment. Such kits are costly and need expert preparation. They must be simple, forceful, and brief. Impressive illustrations are a big advantage. Include in the sales presentation all the necessary information such as specifications, prices, performance data, parts prices, so that in one package the agent has everything he needs. This may not be practical in some big lines, but it should be followed wherever possible.

Miniature Models and Lay-Out Devices: Much selling is done today with scale models. This is especially true of machinery, store and office equipment, furniture, refrigeration equipment, etc. Floor planning and lay-out sheets are also useful in closing sales and making presentations.

For example, one company furnishes manufacturers' agents with a special carrying case, containing a cork board divided into squares, each square representing one foot each way. With this it furnishes scale models of the equipment with tiny pins in the bottom. These pins are pushed into the cork board, in the exact position the equipment will occupy when installed.

In this particular case the manufacturer sold the case, scale models, and cork board mounting for about $75 to each manufac-

turers' agent. Some of them objected, others refused to buy, but enough did buy to make the venture profitable.

The manufacturers' agents in this case were selling to dealers and they were supposed to sell each dealer a kit for each salesman. The agents were reasonably successful in selling to dealers; but a fair percentage of the less active dealers declined to buy.

Preparation of sales kits for use of manufacturers' agents must be governed to a great extent by the kind and type of agent the manufacturer has. How many other lines does he carry? How much time does he devote to your line? Does he carry your samples or kit every day, or just on special occasions? Does he use it on the majority of calls, or only on calls where he is selling your line and nothing else?

In some offices of manufacturers' agents we find a vast array of samples, sample cases, brief cases, ring binders, and similar material piled in a corner, stacked in a closet, or buried in deep drawers of desks. These are, theoretically, hauled out for use when needed. But the trouble is that in too many cases the manufacturers' agent, or his salesman, goes out on a call forgetting all about the fine presentation portfolio he has back in the office.

It is obvious that all sales presentation kits, sample cases, lay-outs, or miniature model outfits must be so good the agent will decide he cannot do without them. Otherwise he is prone to attempt to sell without this help.

Educational Literature for Manufacturers' Agents: Many sales promotion managers believe that the best literature for manufacturers' agents is the type of material which they can pass on to customers. They feel that the agent, always hard pressed for time, will not be very studious in reading material addressed to him, for the purpose of keeping him informed. But he will pass along literature to prospects and customers on whom he calls, and in doing this will absorb part of the information.

When material addressed to the manufacturers' agent alone and not to be seen by customers is used, the best type is that which gives news, or experience. It should show:

1. What agents are doing with the line.
2. Who is buying, and what items are selling best.
3. What results the customers are obtaining.

A constant stream of experience data sent to manufacturers' agents will gradually build confidence, show sales opportunities, and induce the agents to give the line more attention.

Of course, each agent should be furnished with all the educational literature available for the lines or products he carries. When warranted it is a good investment to furnish racks or other equipment to store this literature. This is especially important where customers visit the agent's office or showroom.

Bulletins and Sales Letters: Almost without exception sales promotion managers are emphatic in asserting that the agents want and will read news about the product more than anything else. For example: One company got out a large folder showing a group of new and widely known buildings in which its equipment was used. Wherever it is possible tie product literature to some news event, such as the completion of a large hotel, a famous store, a skyscraper, or some other well-publicized building. One company produced a well-designed 8-page folder showing how its equipment was used in a new hotel under construction, and a data sheet on the use of its product in a new skyscraper being built in New York City.

News-type literature gives the agent something to pass on to his customers and prospects in selling. "This is the model selected for the new Mutual Life Building in New York," he tells the prospect. He has just picked up this bit of information from a company bulletin.

Another popular type of bulletin is a report sheet on performance. Give these sheets some special name such as "The Barometer," or "The Score Board," or even a less dignified name such as "The Dope Sheet." In it report, with as much detail as possible, activities of other agents. Tell who they are selling, what products they are selling, how many repeat orders they are getting.

In such bulletins it is an excellent idea to get in as much competitive news as possible. For example, "This week Cincinnati Office (name of representative) came in ahead of Cleveland, Pittsburgh, Detroit, St. Louis, Indianapolis, and Philadelphia, with the largest volume ever booked by Cincinnati."

After such a report give the figures, if your policy permits, and then chide the other cities, daring them to beat Cincinnati next week or next month.

Group cities according to size and publish their standings. Get one agent to challenge another agent. Offer prizes for specific performances. The big problem with agents is to snag your fair share of their selling time. This cannot be done unless each

agent is kept constantly informed about the results achieved by other agents.

House Organs as Sales Promotional Devices: Any company which publishes its own house magazine should put all the agents on the mailing list. Even though it is strictly an internal house magazine, send it to the agents to help them become more familiar with the business.

While few companies publish house magazines wholly for manufacturers' agents it is usually profitable to send the agent regular editions of all house magazines published. If possible have a section for field agents. Better still publish a magazine just for them.

In publishing a house magazine for manufacturers' agents begin with obtaining each agent's photograph. Offer to pay for them if necessary. Then as fast as one agent produces business, find some excuse to use his picture. Here is a point to remember. In every news item written about a manufacturers' agent, write it so he can show it to customers.

The house organ or magazine should be written and edited very much like sales bulletins. It should feature news, news, news. Leave out the joke column, long and windy "inspirational" messages, material clipped from other house organs. Agents have precious little time for reading and they will not or cannot read a lot of general material. But they will devour news about your product, its performance, improvements, changes, new uses, and similar information.

Some companies publish house magazines, punched to fit binders used by the agents in sales work. A reasonable percentage of the agents will include these house magazines, if they are not too bulky, in their sales kits to show to customers and prospects. Pack the house magazine with case histories of other agents, case material of use and performance, and similar news material. Use as many pictures as possible, with informative (not boastful) captions under or above each picture.

If a manufacturers' agency is composed of a number of people, put each person on the list if possible. By all means put all names of active fieldmen or salesmen on the list. Do not think that the various members of the sales staff are going to be too careful in passing your magazine along to each other.

How a Typical Manufacturers' Agent Works: There may be no such thing as a thoroughly typical manufacturers' agent. But here is a story about one, perhaps better than average.

He has six others in his organization: His personal secretary; a bookkeeper, price clerk and general assistant, who also handles the switchboard; three salesmen; and one secretary for them.

The owner of the business spends all his time servicing two large and two smaller mail-order houses. One of the salesmen has two chain stores, several wholesale houses, one big retailer. The second salesman has a group of large retailers, three small wholesalers. The third salesman services all other retailers in the metropolitan area whose volume is large enough to warrant personal calls. The majority of retailers are serviced by wholesale salesmen.

These four active men spend the major part of each day away from the office. The clerical help handle correspondence and appointments, post price changes, and keep catalog pages and other literature available. Everybody is busy; no one has time for much reading or answering unnecessary correspondence.

Now suppose we look at the other side of the picture. Another manufacturers' agent uses his home as his office. He has eight lines, three of which are more or less competitive. He works practically the entire state of Texas. He is on the road perhaps an average of 4 days a week, 45 weeks a year. He has a real following of dealers whom he has been selling for years. In many towns he sells dealers who are intensely competitive. For his three main lines he probably does a reasonably good job. From the others he merely obtains windfall business. He has been known, however, to force some of his secondary lines on certain dealers by threatening to take away his top lines. This man has no secretary, is slow in answering mail, neglects all paper work, and usually waits so late in all paper work that he uses long distance telephone instead of letters. Several of his manufacturers would be happy to make a change, but do not dare because they fear his influence with the dealers, and do not want to risk another man who might or might not turn in the volume he commands.

Such a man is a difficult problem from the sales promotion man's angle. He will not cooperate in many sales promotion activities. His long experience and his wide acquaintance with dealers insures a fair volume and he does no more than a routine promotional job on any dealer, or for any of his lines. He is independent, difficult to lead or manage, and claims he refuses many good lines each year.

Several younger men have attempted to establish themselves in his field, but only one has made much progress. They are

unable to obtain lines which have the same merit or acceptance as his lines have. Manufacturers, although they profess much dissatisfaction with their present representative, are hesitant to risk their lines with younger men who have no "following."

Neither the one-man setup just described nor the seven-person agency in Chicago is aggressive in going after new business. Their established business keeps them busy. There seems to be little hope in getting agencies which are well established to put in much missionary work. They contend that it does not pay.

Miscellaneous Sales Aids: Manufacturers' agents will do a good job on one type of sales promotional material—useful gadgets to give away, otherwise known as advertising specialties. Book matches, pencils, blotters, calendars, and similar materials are enthusiastically welcomed by nearly all manufacturers' agents. One agent reports: "I have two men in addition to myself. We have tried, for many years, to have some useful advertising device to present to customers on each call. One trip we will leave a handful of pens at every stop; next trip we will have book matches; again we will take a calendar, or a calendar card. We are constantly writing manufacturers for supplies of such material. We find it helps open up interviews, and is especially helpful where assistants, receptionists, telephone girls, and secretaries can pave the way toward an interview."

Manufacturers' agents are relatively inactive when it comes to using dealer helps, putting up displays, signs, or other advertising material. They do not have the time, and often feel it beneath their dignity. Chief exception to this is in the food field, where a manufacturers' agent employs several young men to detail retailers.

Winning Agent's Cooperation: It must be admitted that manufacturers' agents present a difficult sales promotion problem. Only in the rare case where the agent represents one or two noncompetitive manufacturers will he offer the full cooperation with the sales promotion manager that is needed to produce maximum results.

Misunderstandings and lack of confidence in the manufacturer are one cause of this failure to cooperate. One manufacturers' agent in Los Angeles told an editor of this HANDBOOK: "We have two lines on which we purposely hold sales to about $20,000 a year. It has been our experience that the minute volume jumps above this figure the manufacturer will hire his own man. On another line we stop work when sales seem likely to go over

$100,000. We do not want to lose this account, yet we know that the manufacturer has hired his own representative in other cities as fast as sales reach $100,000. So we keep it at that figure. We might be able to produce considerably more if we were sure we could hold the line."

Another agent said: "I took on an extra line recently because volume on our three old lines had reached the point where we were fearful of losing the accounts if we increased sales any further."

There is just enough truth in what these manufacturers' representatives believe to make sense. They have seen other agents lose lines when the volume became big enough to warrant an exclusive salesman on a salary, or salary and commission basis. It is perhaps true that some manufacturers' agents have built up volume only to have the lines snatched away from them just when they became profitable. This is the chief reason why manufacturers' agents do not sell more. And it is the chief reason why sales promotion men find manufacturers' agents such a baffling problem.

Chapter 37

PROMOTIONS TO CONSUMERS AND USERS

THE value of well-planned and well-timed promotions to consumers is evidenced by the number of companies using them to outdistance strongly entrenched competition. Pepsodent toothpaste is a case in point. The continued success of this product can be attributed largely to the use of "plus incentives." In fact, Charles Luckman, former Lever Brothers president, won his spurs as sales manager for Pepsodent before the toothpaste was added to the Lever Brothers "stable," as the result of the ingenious plans he developed to sell Pepsodent. Luckman contends that if you can get the consumer to buy, sales to the dealer take care of themselves. All too often in sales work, manufacturers overdo themselves figuring out plans to force dealers to stock a product, on the theory that once he has his money invested in it, he will find a way to move the goods off his shelves. That does not always work. Usually what happens is that the dealer, awakening to the fact he overbought, cuts the price. In so doing he acquires a grudge against the maker of the product which lingers on long after the sale is forgotten.

A typical Lever Brothers promotion was the "Buy-Two Sale." It proved so successful that it has become a frequent promotional device among many other companies.

While this type of promotion is now so generally used that detailed description would be redundant, the details of the pioneer among such promotions are of historical interest.

The sale was ushered in with a four-color, full-page advertisement in *Life* and large color insertions in the country's leading Sunday comics from coast to coast, which have a combined circulation of 29 million. It was supported by all five of the top-ranking Lever radio shows of that time.

Discussing the success of this pioneer promotion, and the decision to repeat the offer, Walter W. McKee, Lever's vice president in charge of sales, said: "When our own records and reports from the trade showed that over 233,385 grocers took advantage of our big 'Buy-Two Sale' to empty their shelves, we knew that both dealers and consumers were enthusiastic about this promotion so we decided to repeat the offer.

"The sale was designed to bring customers back to the store for repeat orders of Lever products. Housewives received with every saucepan a reorder blank enabling them to order four additional pieces of Regal aluminumware at money-in-the-bank savings. With two more box tops or wrappers, customers obtained a 12-inch embossed serving tray worth $1.25 for 50 cents, a 10-inch oven broiler worth $1.50 for 75 cents, a 9-inch frying pan worth $1.75 for $1, and a 7-inch casserole worth $1.85 for $1.

"Grocers and supermarket operators were urged by Lever salesmen to expand the buy-two-and-save theme into store-wide sales that would bring in extra customers. To aid the retailers, 'Buy-Two Sale' newspaper and handbill mats in three sizes with space for store-wide listings were offered to dealers. Colorful theme banners, cut case cards with order blanks, double pennants, price posters, and take-one cards with order blanks also were supplied."

Bendix Home Laundry Schools: While promotions built around price, such as the Lever Brothers' "Buy-Two Sale" and other plans depending upon free goods or premiums have their place in a tight buyers' market, the benefits from such promotions are necessarily short-lived. They often prove to be only a shot in the arm. Habitual "shoppers," that is to say people who buy on price, are here today and across the street tomorrow. On the other hand the promotion designed to build lasting consumer acceptance, even if less spectacular and possibly more expensive, pays best in the long run.

An illustration of the type of user promotion which makes lasting friends for the manufacturer, as well as for the dealer, is the Home Laundry Schools program of Bendix Home Appliances (now Philco-Bendix). While the success of such schools depends upon dealer cooperation, Bendix prepared detailed instructions which made it relatively easy for him to stage it. Most dealers will "go for" any promotion which produces customer activity, even if the immediate returns are not adequate to defray the entire cost. The Bendix program was "sprung"

at a time when the first real signs of a buyers' market in home appliances began to appear. It was announced to all company salesmen at a meeting in the home office. These men were all responsible, well-trained, highly paid individuals, who worked closely with Bendix distributors, and the company believed it was important not to short-circuit them. It was their job to introduce the plan to the distributors and stimulate their enthusiasm for it so the wholesale men would, in turn, promote it to the dealers.

Each distributor salesman was asked to sponsor three dealers' laundry schools a week. During the first meetings he was present at each meeting, but gradually many of the dealers and their salesmen assumed the entire responsibility.

Kits containing all materials for setting up the schools were given to the distributors' salesmen, who passed them on to their dealers. Included in the package were sample invitations mailed by the dealer to his own list of customers; suggested newspaper ads, window banners, publicity releases, and handbills; registration cards (used in drawing for door prizes); a telephone call list on which the dealer recorded names of his customers for convenience in calling to check on attendance the day before the school opened; a 5-minute speech to be given by the dealer; meeting report forms, one to be sent to the distributor and one to the home office. On the back of the folder was a checklist of things to do in preparing for the meetings.

Meetings were held in the dealer's store, if it was large enough; otherwise, they were held in a theater, or at the high school, or a similar suitable place. To open the meeting the dealer welcomed his guests and gave a brief history of the methods used in doing the weekly washing—from the laundry-on-the-rocks method to the automatic equipment used by the modern housewife. The distributor's representative spoke briefly about the advantages of Bendix equipment and payment terms; the meeting was then turned over to the woman who demonstrated the proper method of using Bendix laundry equipment, which had been installed for that purpose. The demonstrator was employed by the distributor, but received her initial training and occasional refresher courses at the factory.

Dealers were encouraged to serve light refreshments at the conclusion of the demonstration so their salesmen could take advantage of this time to personally contact many of the women present. Drawings for door prizes were also an important feature of the meetings, since the portion of the ticket dropped in

the box contained the customer's name, address, and information about the laundry equipment she was using.

Several effective methods of following up after the school were used by various Bendix dealer salesmen who might telephone the prospect and arrange an evening appointment with her and her husband, since the purchase of laundry equipment often needs the approval of the man who pays the bills. At these sessions the salesman was equipped with a chart showing the advantages of washing with Bendix, to help him make the sale. Sometimes the dealer salesman would pick up the customer's weekly washing and launder it for her. When he returned it, he would, of course, point out the advantages and the lower cost of doing laundry with Bendix equipment compared with the prices charged by commercial laundries.

A Bendix official had this to say about what was learned:

> In the test Bendix found that immediate sales averaged 5½ units with an average of 48 people in attendance.
>
> Meetings were planned so they cost the dealer less than the price of one unit.
>
> More sales were made during the weeks following the schools.
>
> The housewife usually wanted to discuss the purchase with her husband.
>
> It was found that in most instances it is better to have under 75 people at a meeting so dealer salesmen have a chance to contact more women.
>
> Evening meetings were more productive than those held in the afternoon.

A companion promotion which featured the demonstration of the Bendix dryer followed several weeks after the home laundry schools were instituted. It included a kit with materials similar to those used in the first promotion and it was promoted through the same channels. It was, however, slanted to washer owners rather than the general public. Since most buyers of Bendix dryers have been owners of Bendix washers, this promotion was aimed at the company's most profitable potential dryer market.

Backing Up House-to-House Salesmen: The tendency of many communities to enact anti-peddler laws has made it necessary for companies who sell door to door to devise plans which will give their salesmen a "guest" status. For example, Real Silk Hosiery salesmen make no effort to sell on the first call, but leave an introductory folder about their product, stating they will be back the next day with a gift—usually a hosiery mending kit. In this way the salesman, in a legal sense, calls the second time with the customer's permission—at least she made no objection. J. R. Watkins Company, operating about 1,000 salesmen selling food and home specialties door to door, backs them up

with give-away calendars. The company spends the money its competitors (who sell through retailers) spend on national advertising for direct promotional helps, on the theory the national advertising would be helping competitors, whereas the calendars help only the salesman who delivers them.

Lewyt's Market-Winning Promotions: Breaking into a hard-fought field, such as home appliances, requires hard selling backed by equally hard-hitting sales promotions. The Lewyt Corporation demonstrated how effective this combination can often be when it put a new vacuum cleaner on an already crowded market. In this case the advertising and promotion were released before the company had national distribution, or even before its sales organization was completed.

Outlining Lewyt merchandising plans, the company's president told the Sales Executives Club of New York that two programs were used to spark sales: The "Junior Demo" plan, a 10-second demonstration for use in stores; and the "Outside Selling Plan."

The demonstration is confined to a quick showing of cleaner performance in showrooms and is concluded with the question: "How old is your vacuum cleaner?"

The outside selling plan is not cold canvassing, but applies to selling in homes by prearranged appointments. Leads are obtained by the company from users, showroom sales personnel, newspaper advertising, and by direct mail, then turned over to specialists for follow-up.

Even after the sale is made, according to Mr. Lewyt, the interest of the dealer is maintained. Every sale is followed within 48 hours with a call from a qualified instructor.

Sampling Promotions: Many years ago, when prepared cereals were being introduced to the American housewife, large sums of money were spent for door-to-door sampling. Sampling crews, working a territory block by block, rang every doorbell, handed the occupant a sample package of the breakfast food with a few well-chosen remarks, usually to the effect that if she and the family liked the sample, they could get more from Jones Grocery. On the strength of the "plug" the company's salesman sold grocer Jones a good supply of the breakfast food, got him to put in a window display, and then at the end of the day took his orders over to the local jobber to be filled. That forced the jobber to stock the product, even though he insisted he was already overstocked on breakfast foods.

This method of promoting sales, except for a product like chewing gum, proved expensive and slow. It is occasionally used today, but only after the most careful testing. A more direct and usually more economical method of introducing a consumer product is to mail coupons good for a free sample to dealers' lists, or in the case of smaller communities to all the names in the telephone book. In that case the letter accompanying the coupon lists the stores at which the coupon will be honored. Introductory orders are obtained from these stores in advance of the mailing by either the local wholesaler's salesman or a company salesman. Sampling plans work best when backed up with newspaper or spot radio advertising.

A variation of the coupon sampling idea is to print coupons good for a free sample in connection with a display ad in the local newspaper. The advertiser, of course, must agree to redeem all coupons turned in at the full retail price. However, there are always a few merchants who see an opportunity to pick up some easy profit and buy up newspapers to clip the coupons. They fill them out with random names from the telephone book and mail them to the manufacturer for redemption. One way this problem has been solved is to offer the free sample to "The First Ten Women" who bring the coupon to any one of the stores listed in the advertisement. The effect is about the same, but the manufacturer is committed only to redeeming 10 coupons from a dealer. The company's salesman makes the original order sufficiently large, before listing the merchant's name in the local ad, to at least come out even on the deal. The cost of the advertisement itself is charged to the general advertising appropriation.

Sampling is still used extensively in promoting the sale of cigarettes. Small packages are distributed at conventions and banquets, or other meetings. Full-sized packages are handed out by the manufacturer's salesmen. The theory is that even if only 1 in 20, to whom samples are given, acquire the habit of buying the brand regularly, it is good advertising. A requisite for success in any sampling program is that the product must have a high degree of consumer acceptance, that it must be a fast repeater, and must carry a long profit, both to the distributor and the manufacturer. Sampling without adequate retail and wholesale distribution is a waste of money. The fond belief of so many manufacturers that their product is so good all they need to do is to let people sample it, and they will form in line to buy it, is wishful thinking. Changing the buying habits of the public is

a tough job. It calls for much more than passing out samples. Selling begins when samples are placed in the consumer's hands.

Packages That Increase Unit Sales: The use of convenient cartons and packages to make the purchase of larger units easy is not new, but is finding increasing favor as a means of promoting sales to the consumer. Outstanding in this category was Coca-Cola's "Take Home a Carton" package of six bottles of "Coke" in a carton. This simple device added many thousands of dollars to the sales of this beverage. While the actual saving is not large, the convenience is enough to turn the scales in favor of taking home a carton, instead of a bottle or two.

The promotional package has also been used in the sale of light bulbs. In this case the package is designed to make lamps more convenient to buy. General Electric developed the idea when it became evident, some years ago, that there would soon be increasing competition for the household lamp business. GE wanted a package to step up the single lamp order, without making it necessary for the consumer to purchase a six-lamp carton of bulbs having a given wattage. The increasing importance of self-service retailing pointed to a smaller package. But how small? GE's marketing research manager said:

"The first step was to determine the number of lamps per package that would prove most satisfactory to our ultimate boss, the purchasing public. Half a million lamps (25-, 60-, and 100-watt) were first set aside for a large-scale sales test of package size. Special packages employing a nesting principle were designed for 3, 4, 5, and 6 lamps. These packages were of similar construction and art design. Every effort was made to have each of the sizes equally attractive.

"Five cities, each having a population of 25,000 to 30,000 as well as similar trade characteristics, were selected for the test. All the dealers handling our product in these cities were interviewed—electrical and hardware dealers, chain variety, chain and independent grocery, chain and independent drug stores. Because of their inherent interest in our product as well as the fact that they were assured of a free supply of the popular household sizes during a period of severe shortage, a high degree of cooperation was achieved. In no case were they told that this was a comparative test of different package sizes. It was described simply as a test of a new package to discover what sales appeal it would have compared with our standard method of packing. The cities were sufficiently separated so there was little possibility of knowledge of the other tests being communicated between them.

"All of the outlets in each of these cities were then given a free supply of our standard production for a period of 10 weeks. Each store was visited every 2 weeks to be sure that no out-of-stock condition had developed and to assure that display of lamps was on a normal and uniform basis throughout. No special promotional effort was made at any time during the test. As would be expected, the first several weeks of this conditioning period resulted in sales far above

average. But, after 4 to 6 weeks of abnormal activity, sales dropped back to normal. However, the conditioning period continued for an additional month to insure quieting of the hoarding instinct.

"At the end of that time, 3-lamp packages were displayed in essentially all outlets in one city, 4-lamp packages in another, 5-lamp packages in the third city, and 6-lamp packages in still another city. The dealers in these cities were requested to provide equal display for the special and standard packages. Under no circumstances were they to put on any promotional sales effort. Window displays were not permitted nor were there any other special merchandising efforts with this package. Strict compliance was assured by having one of our men drop in at unexpected intervals (never to exceed 2 weeks) throughout the period of the test. The object was to permit the customer to select either single lamps, our standard packed lamps, or the special package purely by his or her own preference. Through continuing normal counter display but simply putting half of it into the new packages, we felt we were rather successful in avoiding excessive attention to the new product on the part of the customer. Every effort was made to insure that sales conditions in all of the outlets in the four cities were comparable. This arrangement was maintained for a period of 4 months, and the data which we derived from it was based upon this period.

"In the fifth city, packages for the 60-watt lamp in all four package sizes were on display in all outlets. While we realized that this was not a normal sales condition, it was put in with the intention of checking the results in the other cities—particularly to see whether the proportionate sales of any given package would be greatly different when all of the packages were available from the ratios established in the main four-city test.

"Test results were expressed in terms of the number of lamps sold in special packages as a per cent of the total sale of lamps in any given outlet. The data was also compiled for all stores of a given type as well as for the city as a whole. Likewise, estimates were made of the number of customers buying special packages compared to the number of customers who bought single lamps or the standard packaged lamps.

"There were some differences in the per cent sale of the three different wattages, and, as might be expected, the most popular lamp sold better in the larger unit packages. However, it was conclusively determined that the unit of sale should not be greater than four. Concurrent tests in still different cities using our regular product only established that the over-all average of lamps of a single wattage sold per customer was two.

"It is much easier to define the desirable characteristics of a package than to achieve it. The new design must satisfy a number of criteria that had been established for a successful package. It must:

1. Have merchandising appeal:
   - (a) Attractive.
   - (b) Stack easily.
   - (c) Adaptable to varying sales conditions.

2. Provide adequate protection to the product in shipment.

3. Obtainable:
   - (a) Material must be readily available in quantities required.
   - (b) The design must be practical to manufacture.

4. Adaptable to our manufacturing operations:
    (a) Not disturb existing factory operations unduly.
    (b) Be readily manipulated in the packing operation.
5. Economical:
    (a) Require minimum shelf and storage space.
    (b) Reasonable material cost.

"In all cases, comparison was made with our present standard package and the question always asked whether an improvement resulted.

"Over the following months several dozen packages were submitted and checked against the foregoing requirements. Most of them were rectangular packages, although we also investigated such peculiarities as a truncated four-sided pyramid and similar oddities. These packages were studied by merchandising experts, given forced shipping tests, sample packed in factories, and subjected to rigorous cost studies. The package which was finally selected more than fulfills our original objectives."

Building Sales with Re-Use Containers: It is probable that package design is in the field of sales promotion that will receive an increasing proportion of attention in the near future. A particularly adaptable idea in the shopping goods lines is that of packaging the product in a container which itself has further usefulness. Hickok belts, for example, were among a number of products sold in boxes which can be used later to hold cigarettes. A newcomer to this field has been the "Twintype" package developed by Schnefel Brothers Corporation. An executive of that company said:

"The origin of our Twintype package is quite interesting. We were anxious to bring out a popularly priced package featuring Naylon Nail Enamel and Lipstick, which would not be the usual paper type of presentation. We wanted to present these two dissimilarly shaped items to best advantage and our designer conceived the frame idea. He spent hours visiting antique shops and second-hand stores for the right idea.

"After conferring we had decided that in line with the new feminine look and the present nostalgic feeling in fashion it would be well to obtain a lovely old frame to serve as our model. When our designer had practically given up finding exactly what he had in mind he discovered a friend in an adjoining apartment had exactly what he wanted. It was loaned to us and resulted in our Twintype frame package. It was a natural outgrowth of the frame idea that it be so designed as to be used for snapshots after the Naylon Nail Enamel and Lipstick had been used.

"In promoting we tied in with major fashion stores throughout the country for our introduction. We introduced it directly ahead of Mother's Day, and many stores were using the 'I Remember Mama' theme in conjunction with the miniature frames, so our promotion on Twintype tied in beautifully with it. It has been successful from the first, so much so that we have retained it as a staple item in the Naylon line."

Visual Aids for the Salesman to Use: One of the most difficult problems in sales promotion is to get salesmen who sell to the

consumer, whether they are direct or indirect salesmen, to properly present the product. Invariably they will leave out the most important points, or present them in disjointed sequence. It is an axiom of good salesmanship that to be most effective, each sales point should be presented in proper relation to the other points and no important point should be omitted.

To keep salespeople "on the track" most manufacturers depend upon some visual aid. These may be very simple and inexpensive, such as an easel chart which the salesman can set up on the prospect's desk or in his living room and use as a guide to his talk, or they may be more elaborate and do a complete selling job. When the United States Rubber Company introduced its "Air Ride" tire, dealers were provided with moving pictures demonstrating the ease with which the new tires took the bumps. The demonstration was so effective that little else in the way of sales talk was necessary.

Still another example was Dictaphone's talking picture: "Two Salesmen in Search of an Order." Ostensibly designed to train Dictaphone salesmen in the right and wrong way to sell, the picture packed a terrific sales wallop. The fact that primarily it was not intended to sell, seemed to add to its appeal, and hundreds of companies—most of whom were good prospects for dictating machine equipment—borrowed the picture to show to their salesmen and executives.

Vacuum cleaner salesmen have found it helpful to have available a moving picture showing how their cleaner operated under varying conditions, which they showed in the home of a prospective purchaser. It was far easier to get permission to bring in a projector to put on a parlor show in the evening, than to get permission to give a demonstration. People like to look at pictures, and it provides a way to get the man and woman of the house together so a joint sale can be made.

Imprinted Promotional Literature: One of the oldest forms of sales promotion to the consumer, using the dealer as a distributing agent, is imprinted booklets, folders, calendars, and other material. These are usually offered free to dealers in consideration of certain cooperation, or sold at a small charge. A pioneer in this type of promotion is Hart Schaffner & Marx, Chicago clothing manufacturer. This company offers dealers the following helps:

Direct mail style booklets.
Full-color outdoor posters.
Complete newspaper advertising mat service.

Full-color window display posters.

Counter cards.

Counter and window signs.

Advertising match folders.

These dealer helps tie in with the extensive national advertising which this astute manufacturer depends upon to create consumer acceptance for its styles and fabrics. Some of the helps are offered free, others at a small charge. The letter announcing these helps stresses the national campaign and points out the reasons why a dealer should tie in with the effort. A typical letter follows:

Dear Sirs

Here it is--the Hart Schaffner & Marx advertising service for spring and summer--twenty-two clean-cut ads designed to do a good selling and public relations job for your store.

Although the copy is brief, and planned essentially to point up your store as the home of quality merchandise, it has just the right amount of sales appeal. At the same time it avoids too specific mention of patterns, colors, models In other words, these ads are designed to FIT THE NEEDS OF THE TIMES--to help you do an intelligent, effective advertising job with copy geared to today's conditions.

The spring Hart Schaffner & Marx national full-color advertising--more attractive this season than ever--breaks in national magazines early next month Adaptations of these national ads for your use locally are attached

After looking them over you'll certainly want to run each one as a simple tie-in which will enable you to reap the full benefit for your store The beautiful Easter ad is included with this service to assist this year's Easter promotions

Some ads on tropicals are included for our customers in the South who will want to advertise tropicals sooner than stores in the colder climates

Look over all the ads Choose what you need, and shoot in your order Mats are ready for you now To order, simply check the attached list and mail it in Do it TODAY while it's on your mind

Cordially yours,

Railway Express Agency "Quiz" Books: "Is Your Knowledge First Rate about the Way That Gets There First?" was the intriguing question which introduced 8 pertinent questions in a 20-page booklet which Railway Express Agency Inc. drivers gave out to shippers as they passed over their routes. It proved quite effective in getting shippers and potential shippers to *think* about their shipping problems. Similar quiz books for customers and prospects have been used to good effect by other companies, as well.

Timing Consumer Promotions: It is usually a waste of money to send dealers or distributors a supply of promotional material and let it go at that. All that happens is that it gets buried under a pile of incoming merchandise in a back room. Consumer mailings, whether they are by the dealer to his own mailing list or done by the manufacturer on behalf of the dealer, should be planned and timed to do a specific job. For example, record manufacturers plan some consumer promotions to hit the public just before or during Music Week, when music merchants all over the country are concentrating on getting people into music stores.

When more than one mailing a year is planned, it is important to provide dealers with a sales promotion schedule which not only suggests the best time to put on promotions but the kind of promotion to be used. It might be added that an organized presentation of this type also serves to clarify the planning in the manufacturer's sales promotion department as well.

These promotional calendars have been used in a variety of fields. For example, Culligan, Inc., produced a "quarterly plan book" whose suggestions were followed, according to a field check, by three-quarters of the firm's soft-water service dealers. The Fisk Tires Division of U. S. Rubber Company prepared a fine calendar for wall hanging in the dealership which suggested a weekly emphasis for promotions: "Tube Demonstration Week," "Recap Week," "Spare Fan-Belt Week," and so on.

One of the most comprehensive of these calendar promotions was the "Sales Planning Almanac" issued by Gruen Watch Company. The calendar offered a general promotional theme and suggested how it might be tied in with window display, free mats, radio spot announcements, direct mail, telephone selling talks, a suggested sales telegram, and a variety of selling tips which were as specific as these samples:

Get on the telephone and contact either the presidents or program chairmen of local women's clubs and men's business and fraternal organizations. Offer a de luxe exhibit of Christmas gift suggestions for their next meeting. Arrange this on folding tables. Take along a good supply of order blanks and be sure to know the quantity of reserve stock in your store.

Most newspapers have a feature column in which they print brief interviews with men and women in the street. Speak to your local editor and suggest that he use the question, "What piece of jewelry would you like most to get as a Christmas present?" This will serve to plant the idea in the minds of many readers to give jewelry for Christmas.

In case of a good snowfall, arrange in advance for a horse-drawn, jingle-bell sleigh driven by a man dressed as Santa Claus. Hang a neatly lettered sign on the sleigh with this copy: "I'm going to (Jeweler's Name) for fine jewelry—the finest,

most impressive gift of all!" Have this rig drive all over town, be sure it's seen by everyone.

It is unlikely that any one dealer will have the time or the personnel to carry out all the plans which Gruen suggested for a 2-month period. However, the range of ideas is so wide that any dealer can make up a program of his own, geared to his local situation, from these suggestions. The Almanac was accompanied by a folder of mats and offers of other materials—recorded singing commercials, imprinted post cards, and so on—either free or at cost. Flexibility in suggestions is important, since an idea which appeals to big stores may be impractical for small ones.

PROMOTION SCHEDULE DEVELOPED BY THE JEWELRY INDUSTRY COUNCIL

1. Helpful Publicity for Industry's Products

This campaign would provide national publicity, under the direction of a high-powered organization, which, through experts, would contact editors, write articles, supervise photos, place articles and photographs, arrange for newsreels, write radio scripts, arrange broadcasts, and keep in touch with film studios. A systematic and organized job for all products of the industry would be done—day-in and day-out. A recent survey shows that: 77 per cent of a group of women's page editors say they want more material for their pages on jewelry products, and 92 per cent of a group of women radio commentators have expressed a willingness to use more material than they now receive on the products of the jewelry industry. Everything possible will be done to keep jewelry before the American public in an exciting, tempting way.

2. Work with Women's Clubs

There are thousands of women's clubs in the country with a membership in excess of 6,000,000. These clubs want helpful information from industry. Sound films in color on all the products of the jewelry industry would get a warm welcome from them. Our planned program would give women's club audiences films that would tell a story for silver plate, sterling silver, clocks, men's and women's watches, jewelry for men, jewelry for women, precious stones, modern collections of gems, etc. At each showing there would be printed literature for viewers. Local retail store tie-ups would be arranged.

3. School and College Projects

About 4,000,000 girls pass through home economics and social study classes of the high schools of this country every year. The great majority get married within a few years after they leave high school. As prospective brides, and later as married women, they constitute a market for numerous products of the industry—sterling silver, silver plate, clocks, watches, rings, etc. About 200,000 a year move on to college, to marry some years later.

Here, in high schools and colleges, is an all-important market that should have the "jewelry story" year after year. It can be given that story, in a systematic way, by special study courses . . . by booklets and by films. It can be told what to own, what to wear, what to give . . . in sterling, plated ware, watches, costume jewelry, precious stones, pins, clocks, and all the products of the jewelry industry.

4. Set Up a Clearing House

Create a central office, staffed with people experienced in the promotional, advertising, selling, and management problems of the jewelry retailer. Assign certain definite research duties to properly qualified experts. Make their knowledge and findings available to retail members in office consultations, and at industry conferences (local, state, regional, and national). Make findings and recommendations available also by mail. Make reports and recommendations available also to manufacturer, importer, and wholesaler membership.

5. Create a Symbol of Unity and of Identification

The name of the Jewelry Industry Publicity Board will be changed. Several names such as "Jewelers Council" and "Jewelers Institute" are under consideration. This new organization will adopt a symbol of unity and identification for its members. This insignia will be displayed in windows or in store interiors by retailers, and in offices by manufacturers and wholesalers. The insignia will be used in national advertising to direct the public to retail outlets displaying it. The public will come to know and recognize this symbol not only from advertising that will be put behind it by the Publicity Board, but also from publicity given it by member firms in their own advertising.

6. National Advertising for Retail Jewelers

The purpose of such advertising would be to increase store traffic and to publicize the symbol created for members cooperating in this national campaign. Numerous themes and copy ideas for this national campaign have already been indicated by findings made in consumer studies. However, no final decision on copy themes or on advertising media to be used will be made until further studies are completed.

7. Window Display Research and Recommendations

This subject will get high priority because of the fact that the question "How can I make the most effective use of my windows" is a problem common to at least 95 per cent of all retail jewelers. It is proposed to find a series of answers to this question by having window display experts make intensive studies of the problem. Such experts would carry on their research by living and working with this problem in different kinds of stores. Answers found to window display problems of different types of stores would be backed up with factual evidence, along with ways to "do something" about them.

8. Store Interior Display

Two-thirds of all the people who go into a jewelry store in a year have no definite purchase in mind. Only 1 in 11 makes a purchase. The majority of those who don't buy say they *saw* nothing they wanted for themselves or as a gift. Such a condition, obviously, warrants practical research on store interior display—research that would be carried on in the same manner, in different basic types of retail stores, as recommended with respect to window display.

9. Retail Sales Training

Practical research on the selling techniques of retail salespeople and on methods of improving their sales efficiency would be carried on in retail stores by men experienced in such work. Minds trained to teach retail salesmen how to improve

their selling methods would translate these research findings into information that could be put to everyday use.

10. Improve Retailer Advertising Copy

Recent studies of some 1,700 retail jewelry newspaper advertisements indicate there is room for improvement in such advertising. Intensive study is therefore indicated. Such studies would take advantage of many thousands of dollars invested in readership studies of retail advertising of all kinds. Studies would also be made of direct-mail and radio advertising for retail jewelry outlets. It is estimated that the total advertising bill of retail jewelers last year in cities of 50,000 population and over was in excess of $26 million. Think of what a 10 per cent improvement in the selling power of that $26 million might mean in increased sales volume for the jewelry industry!

11. Keep a Finger on the Public's Pulse

You have read some of the findings obtained from a national cross section of the American public on its gift buying habits and its appraisal of the retail jeweler. A study of this nature for an industry should not be a one-time affair. It is a job to be repeated at proper intervals. Facts and trends thus obtained in the future will be analyzed and made available to members of this cooperative effort. This will be done so that the industry may intelligently adjust itself to overcome criticism quickly and capitalize on trends that are favorable.

Advertising as a Factor in Manufacturers' Distribution Expense for Specified Commodities

(*From FTC Report*)

Industry	Number of Manufacturers	Total Net Sales F.O.B. Factory	Advertising and Sales Promotion		Total Distribution Expense		Percentage of Advertising to Total Distribution Cost
			Amount	Cents per Dollar of Net Sales	Amount	Cents per Dollar of Net Sales	
Foods							
Cereals	13	$ 73,018,886	$ 5,851,795	8 01	$ 22,523,989	30 85	25 98
Coffee	24	21,159,362	1,112,358	5 26	4,371,751	20 66	25 44
Biscuits and Crackers	16	141,020,930	6,689,359	4 74	41,912,671	29 72	15 96
Flour	46	273,550,805	12,429,708	4 54	36,039,867	13 17	34 49
Canned Fruits and Vegetables	93	226,569,384	4,464,499	1 97	24,097,989	10 64	18 53
Meats	31	1,850,950,110	8,569,685	0 46	103,008,804	5 57	8 32
Sugar	6	214,013,984	437,243	0 20	8,288,746	3 87	5 28
Clothing and Household Goods							
Electric Household Appliances	25	228,116,217	12,943,512	5 67	36,133,859	15 84	35 82
Men's Shirts and Collars	11	47,632,589	1,343,415	2 82	5,855,322	12 29	22 94
Men's and Boys' Outer Wear	53	94,719,774	1 954,787	2 06	10,673,353	11 27	18 31
Women's Hosiery	12	31,450,978	684,281	2 18	3,362,532	10 69	20 35
Carpets and Rugs	5	53,884,988	1,208,591	2 24	6,152,252	11 42	19 64
Women's Dresses	32	29,838,696	254,159	0 85	3,588,057	12 02	7 08
Other Lines							
Rubber Tires and Tubes	15	240,109,637	10,224,174	4 26	53,341,032	22 22	19 17
Paints and Varnishes	132	140,332,790	4,226,661	3 01	32,717,846	23 31	12 92
Cement	47	98,457,054	1,940,788	1 97	16,029,318	16 28	12 11
Petroleum Products	42	1,054,798,247	18,458,969	1 75	229,989,278	21 80	8 03
Lumber	66	61,067,906	244,272	0 40	6,960,828	11 40	3 51

PART 4

SPECIAL SUPPLEMENTS TO SALES PROMOTION

Chapter 38

CONTROLLING SALES PROMOTION EXPENDITURES

MORE money—both dollarwise and percentagewise—is being allocated for sales promotional activities and materials in many companies. A maker of fans has upped his share in cooperative advertising from 33 to 50 per cent; an envelope company which has for years operated on a set sum is revising the figure upward to match the jump in company sales in the interval; a manufacturer of stoves who split his previous appropriation 60-40 between national advertising and sales promotion is now splitting it 50-50.

The sales promotional budget may be set up in a variety of ways (see Chapter 4, "The Budget for Sales Promotion"), but eventually the sales promotion man arrives at a point where he must decide what are the most effective ways of increasing sales through the expenditure of *x* number of dollars. In a typical "line" of sales promotional tools, which may have from 30 to 300 items, it is the sales promotion manager who determines how much emphasis should be given to each.

Controlling these expenditures is difficult, to say the least. In many cases there are intangible factors involved which can never be measured; for example, it would be difficult indeed to determine a dollars-and-cents value for billboard advertising, and it would be nearly impossible to prove that *x* dollars spent for billboards were more profitably employed than they would have been if used for direct mail promotion.

In spite of this, sales promotion funds can be used more effectively if a constant check is made on certain fundamental points. This type of control concentrates on the elimination of waste wherever possible.

Setting a Budget: An astonishing number of companies have no definite budget for their sales promotional activities. Even

among those that do, executives generally admitted that if an item turns out to be particularly successful they will always exceed the budget to take advantage of the demand.

It is explaining the obvious to point out that sales promotional activities should be budgeted as definitely as are national advertising, accounting, production, or any other activities of a going business; the fact that so many intangible factors have discouraged the development of such budgets may make it advisable for many companies to review briefly the advantages of a definite allocation of funds.

"The most expensive thing about sales promotional materials is that the front office is in a rush to get them," an advertising executive recently said. The waste produced by haste can never be entirely eliminated, but it can be pared down by the kind of advance budgeting and planning used, for example, by Maurice Tiemann, director of advertising, Phelan-Faust Paint Mfg. Co.:

"Our sales promotion budget usually includes more than 35 different kinds of expenditures. We use a percentage of the previous year's sales as a base and then I go out and talk to dealers about their needs and wants. On the basis of their recommendations I develop a plan and spend 2 full days with our top management going over the total cost of each classification. This meeting is held around the beginning of the year; the budget is set in detail for spring, and some leeway is left in the fall plans.

"It's hard to analyze just how the breakdown is made. I get the dealers' ideas, add in my own experience, and then get the approval of seven members of top management. The budget is never exceeded without discussion and authorization by these seven men." Another company reported that the budget served as top management's signal of the way the sales promotion department was operating. Figures are set on a monthly basis; if the expenditures go either over or under the estimates, an explanation is required.

Allocating the Budget: Companies distributing through sales agents, such as the National Cash Register Company and the Addressograph-Multigraph Corporation, sometimes charge each agent with a pro-rata share of the total sales promotional expense. It becomes a part of his cost of doing business. Because it is something he pays to get, he is quite certain to make the best possible use of it. To properly allocate these expenses, so that each agent will pay his fair share according to his territorial potential, it is usual for the manufacturer to require a county-by-

county break-down of the circulation of media used, the mailing list, and other factors. On the basis of this break-down each agent is given a loading percentage, which represents his share of the total national effort.

To make this plan effective, however, each sales agent or distributor, as the case might be, should have a voice in determining how the sales promotional appropriation is to be spent. If this is not done, and if the sales agent is not "sold" on the loading given him, he will naturally feel the company is using the allocation plan to keep him from making "too much money."

A definite budget serves as a check on quick enthusiasms. Too often a red hot idea will occur to someone in the middle of the season and be jammed through ahead of regularly scheduled promotions. This is well and good if the idea happens to click; the subject is likely to be reviewed more critically and carefully if it is analyzed in terms of what must be dropped to make way for the brainstorm and still keep within the budget.

Still another advantage of a budget is in the analysis of the type of presentation to be used in terms of quantities required. A 4-color leaflet, for instance, will be extremely expensive if it is to be printed in small quantities, whereas the cost per copy will be a great deal smaller if it can be amortized over an edition of a million. However, budgets can be overdone. They sometimes prevent the sales executive from "hitting" a promotion, that shows promise, as hard as circumstances justify. In selling, when you find a sales plan that works, it pays to keep it working.

Record Keeping: Just as budgeting in advance is helpful, record keeping, as the basis of a post-mortem after the campaign, can be used to avoid errors in the future. The Cory Corporation, for instance, recently analyzed the results of a large expenditure for live demonstrators and found that the added volume was not enough in most outlets to justify the cost. As a result, the company is using a self-service merchandiser in low volume outlets; although the merchandiser has a substantial initial cost, it will not be as expensive in the long run as weekly salaries.

The type of records kept will of course depend on distribution channels used. One company whose salesmen sell direct to users has space on its territorial sales control sheet for records of number of calls, volume sold by product, and total cost of all sales promotional materials shipped into the territory. In this way variations, either in total cost or as a percentage of sales, can be spotted at a glance.

DISTRIBUTOR	DATA SHEET - SPECIAL PROMOTIONS
General Classification of Promotion Medium:	Amt. Allotted for Prev. Pro.: Date closed:
Description of Promotion:	Initiated By Date:
	Effective Dates of Promotion: From: To
	Ironrite Contribution:
Aim of This Promotion	Distributor Contribution
	Dealer Contribution:
	Total Cost of Promotion:
Results:	Approved by: Date
	Approved by: Date:
	Recommendations:

A leaking faucet in sales promotional costs is material sent to distributors which is never used, and money spent on special promotions. This form provides a record, by distributors, of what promotions they used and the results.

Companies which work through wholesalers very often keep such records by individual wholesale accounts, and those with direct-to-dealer setups by a similar control at the retail level.

A type of supplementary record which is handy is one which is kept by campaigns or by types of materials rather than by individual customers. Over a period of time such a record will give a fairly accurate picture of the amounts of different types of materials which are most important to a particular push; in addition, comparison of the record of a campaign with a similar campaign in the past is probably the best way to evaluate its effectiveness.

Like any other virtue, reference to records can be carried to such an extreme that it becomes a vice. The fact that a particular kind of promotional effort has been well received in a sellers' market is no proof that the same appeal will be successful in a price-conscious buyers' market. Further, long-term trends must be considered; as the tendency toward self-service grows in more and more kinds of outlets, it is probable that promotions with a self-service twist will do increasingly well.

SALES PROMOTION REPORT FROM ________ DATE ________

✓ TYPE OF STORE
* FILL IN TYPE IF NOT LISTED
1.__ DEPARTMENT
2.__ FURNITURE
3.__ HARDWARE
4.__ CURTAIN & DRAPERY
5.__ FLOOR COVERING
6.__ PAINT
7.__ VENETIAN BLIND
8.__ BUILDING SUPPLY
9.__ INTERIOR DECORATOR
* 10 ________

ADDRESSOGRAPH
DATE PROCESSED

☐ MFR'S / DEALER'S NAME ________
STREET ________
CITY ________ STATE ________
ATTENTION ________ DEPT. ________
MANUFACTURERS: ________

HIGHLY PROMOTIONAL ____ MEDIUM ____ POOR ____

V B DISPLAYED YES ____ NO ____ FLEXALUM DISPLAYED YES ____ NO ____

ADVERTISES FLEX YES ____ NO ____ ADVERTISES V. B YES ____ NO ____ USES OUR ADV. MATTER YES ____ NO ____

PERCENTAGE OF SALES CUSTOM ____ % STOCK ____ % FLEX ____ % STEEL ____ % WOOD ____ %

WHOLESALE PRICE PER SQ. FT ________ RETAIL PRICE PER SQ FT. FROM ____ TO ____

TYPE OF V B OUTLET EXCELLENT ____ GOOD ____ FAIR ____ POOR ____.

IF NOT CARRYING FLEXALUM IS THIS A DESIRABLE OUTLET? YES ____ NO ____

NEW	OLD	QUANTITY	MATERIAL TO BE SHIPPED	IMPRINT	CHARGE
____	____	____	8-PG FOLDERS	____	____
		____	4-PG FOLDERS (DEALERS ONLY)	____	____
		____	DECORATING BOOKS	____	____
		____	LABELS	____	NONE
____	____	____	BANNERS	NONE	NONE
____	____	____	IDENTIFICATION TAGS	____	NONE
____	____	____	SAMPLE FOLDERS FILLED. ____ BLANK ____	NONE	____
		____	DISPLAY CARDS SMALL	NONE	NONE
		____	DISPLAY CARDS LARGE	NONE	NONE
		____	SLIDE RULE	____	____
____	____	____	DEALER BOOK (LIST DEALER IMPRINTS ON SEPARATE SHEET AND ATTACH TO THIS REPORT)	____	____
		____	DISPLAY STAND FLOOR MODEL ____	NONE	____
			TABLE MODEL ____	NONE	____
____	____	____	MAT FOLDERS	NONE	NONE

NEWSPAPER MATS (SHOW QUANTITIES OF EACH) # ____ # ____ # ____
____ # ____ # ____

IMPRINT TO READ ________

____ I RECOMMEND SHIPMENT OF DESIRED QUANTITY FREE OF CHARGE IRRESPECTIVE OF QUOTA (SEE COMMENTS)

____ SHIP ONLY FREE QUOTA ____ CHARGE EXCESS APPROVED BY ________

COMMENTS (USE REVERSE SIDE (THREE COPIES) — GIVE RESULTS OF CONTACT AND NOTE ANYTHING OUTSTANDING)

A useful form used to provide the sales promotion department with a check on dealers. It both rates the dealer on his promotional ability and serves as a blank for ordering out additional promotional material. Used by either territorial sales promotion men or salesmen. It gives the executive who must pass on the request a quick picture of the dealer to whom the material is being sent.

Sell the User: Whatever type of promotional aid is under consideration, an essential step in controlling the value of the expenditure is to make a definite part of the sum available for

selling the user. This is equally true whether the sales tool is to be used by the company's own salesmen or by a retail clerk. More than one expensive and elaborate visualizer has been a flop because the company did not explain to its sales force why it had been prepared and how it could be used.

In the same way, a contest for distributor salesmen will probably fail unless its sponsor has taken the time and effort necessary to convince the distributor that the contest will be a good thing for his business. Just as a definite budget should be set up for this preselling, so should a definite time schedule be followed. In the case of a distributor's salesmen's contest, the presale should begin at least a month before the contest opens.

If the campaign is a consumer-level contest it may be wise to do this job in two steps as Lever Brothers Company does. Company salesmen are supplied with a visualizer to use in enlisting retail support, and a supplementary contest is run for the dealers to maintain their interest during the contest period.

The length of time and the amount of money involved in such a preparatory campaign are a function of the method of distribution. For example, an educational campaign for retail clerks, sponsored by a manufacturer who sells through wholesale channels, must be explained and enthusiastically sold to the wholesaler, to his salesmen, and to the dealers before it even reaches its audience.

Make Materials Flexible: A great deal of water could be squeezed out of many sales promotional packages by considering them in terms of their usefulness to a variety of users. The manager of sales promotion for the former American Stove Company, said on this point: "We can't make up a single package and sell the same thing to a utility with 50 outside salesmen and a hardware dealer who only has floor space for two models. Our salesmen are trained to do a merchandising job; they sit down with each dealer and go over a new campaign, cutting it down to fit his operation."

The need for flexibility of materials has probably been most widely recognized in connection with mat services for local advertising. It is common practice to produce such mats in a variety of sizes so that the retailer can pick the type best suited to his budget. Some work has been done in designing window display pieces which can be used in sections of different sizes, depending upon the amount of space the dealer has available, and a few companies have experimented with displays, both interior

and window, which can be built up by repeating small standard units in as long a series as is necessary.

Actually this problem of making materials adaptable to varied outlets is part of the larger problem of making sure the dealer is getting what he wants. In a recent survey, nearly three-quarters of the 200 retailers participating reported that dealer helps from manufacturers were not "written in the required retail language and keyed to the local sales level."

Localize the Materials: It is an almost invariable rule that the more a sales campaign can be localized to a particular dealer, the more enthusiastically he will support it. Zenn Kaufman, when merchandising director of Philip Morris & Co., equipped the company's salesmen with cameras. The men took photographs of each of their retailer customers smoking; when the pictures were returned the dealer got a print for himself and another mounted in a special display card indicating that he personally smoked Philip Morris cigarettes. The display in thousands of instances drew that coveted counter space right next to the cash register.

In an entirely different field, James Klee, president of the Klee Waterproofing Corporation, offered to print a folder of local installations for any distributor who sent in photographs and data. Distributors simply paid the printing cost and mailed the folders to local prospects.

One of the larger paint companies will prepare a plated list of prospects for any dealer who will take the trouble to obtain names of property owners, present customers, or some other responsible group. These lists receive a broadside with the dealer's imprint, inviting them to go to his store for a free book of decorating ideas, and two mailings a year thereafter. In addition, dealers are given prospect cards for individuals who are known to be interested in some specific paint problem. These names receive a letter sent from the factory "at the request of Mr. Dealer," with folders on the types of paint he may use. A carbon of the letter goes to the company salesman; on his next call at the dealership he checks to see what follow-up has been made, and will go out with the dealer or his outside salesman to call on these prospects until the dealer is convinced that follow-up pays. The concern's vice president says this is "by far the best" of the company's sales promotional activities.

Just as a localized appeal is stronger, so is a personalized one. The insurance companies have a variety of premiums—small

leather address books and so on—which are gold stamped with the individual prospect's name before they are mailed.

Perhaps one of the greatest wastes in sales promotion is producing more material than is really needed. One organization which sponsored four major retail promotions a year, found that it was getting only limited dealer backing. Investigation showed that the amount of work involved to participate was, in the dealers' opinions, excessive. The company now produces just three promotions, for spring, fall, and Christmas, and has found that its distributive organization can absorb these.

Many companies have issued such a tremendous line of sales promotional aids that it has been necessary to supplement them with a catalog so that dealers can keep track of just what is available. While this is not necessarily a bad idea, experience of a number of organizations indicates that such bulk makes it difficult for the dealers to see the forest for the trees. They become confused and then apathetic.

As a method of getting around this problem, some companies issue regular promotion calendars, usually for a month or 3 months. In such a calendar the dealer is shown the applicable items in the sales promotional line which he should stock and use.

The complicated line of promotional materials usually develops in companies which have a long product line. Chrysler Airtemp solved the problem by putting samples of all promotional pieces for each type of product in separate envelopes. The dealer could refer to the appropriate "Sales Kit" to see what was available for the type of promotion he was planning.

Another way to avoid overloading the dealer is to package goods and promotional materials in a single unit. The simplest version of this is the cigarette carton, which can be opened up into a counter display unit. David D. Doniger and Company, Incorporated, maker of men's sportswear, recently offered dealers a set of five ensembles which were then being advertised nationally; each ensemble was packaged as a unit so the display man would have everything he needed. By offering the five as separate units the program also achieved flexibility.

COOPERATIVE ADVERTISING

As in many other areas of merchandising, there has been a rise and fall in policies on cooperative advertising. Statistics have ranged, over the years, from 5 to 50 per cent of advertising paid for by manufacturers. In some cases, this is 100 per cent.

There is a wide range of payment arrangements in current use. A stove manufacturer splits the bill three ways among manufacturer, distributor, and dealer; a watchmaker absorbs half the cost and charges the retailer the other half; a maker of paper products charges the dealer one-third of the cost of catalogs and makes other materials available without charge; a soft drink manufacturer includes in the cost per case a definite sum for national advertising and another for local sales promotion.

Policies in this matter are far from standardized; however, the manufacturer usually absorbs all national advertising expense, makes some charge for the major portion of his sales promotional materials, and charges full cost—less of course the discount resulting from his quantity purchases—for such items as direct-mail programs, expensive premiums, uniform display cases, elaborate and permanent self-service merchandisers.

An indirect method of giving the dealer a feeling that he has an investment in his sales tools is to make them available only with a fairly substantial order for a model stock. Some manufacturers have offered to give an elaborate merchandiser to retailers who ordered enough goods, properly broken by lines, to stock it. Edwal Scientific Products Corp. offered with a model stock an identifying decal, a five-color window poster, an illuminated counter display, a training booklet for retail salesmen, a stock of nine consumer leaflets, newspaper mats, and a selection of electrotypes.

The Mechanics of Cooperative Advertising: Companies which do not charge the dealer a part of the cost of materials ordinarily follow this policy for two main reasons—a desire for adminstrative simplicity and fear of prosecution under the Robinson-Patman Act. The first of these is a real problem, although the activity can be so mechanized that the routine of checking is entirely clerical. The second can be solved by relating the individual dealer's allowance to a set percentage of his total purchases, embodying this arrangement in a written contract, and sticking to it under all circumstances.

An electric shaver manufacturer follows the policy of determining the individual dealer's fund by his purchases. The company matches his contribution up to $1 for each shaver purchased for advertising in any publication listed in *Standard Rate and Data;* the money to be spent in 30 days after authorization.

In the heavy consumer goods field, a heating equipment manufacturing company allows a $5 certificate with each unit

VENDOR'S COPY

AUTHOR'S CHANGE COST SHEET

Please fill out and return the original copy of this form as soon as possible to —

Advertising Production Department
Remington Rand Inc.
315 Fourth Avenue
New York 10, New York

ALTERATIONS CHARGEABLE

Date ________________ Job No ________________
Job Name ________________
Description ________________
____
Page ________________ ________________
____
Galley ________________ Ad ________________

Kind of Work	Hrs & Tenths of Hrs	Kind of Work	Hrs & Tenths of Hrs
Hand Work	and	Mono K B	and
H R. $	Total Cost $	H R. $	Total Cost $
Linotype	and	Mono Caster	and
H.R. $	Total Cost $	H R. $	Total Cost $

The immediate return of this form will expedite payment of your invoice for author's changes when it is rendered at the completion of this job

Thousands of dollars are wasted making unnecessary changes in proofs of printed promotional literature. This waste can be cut by using a time slip for recording author's changes. It puts the finger on those who delight in moving commas around

sold. The sum will be paid in cash when the dealer puts up an equivalent amount; ordinarily the only approved use of the fund is for local newspaper advertising.

Occasionally these arrangements are more elaborate, with credits varying according to the type of purchases. A leading refrigerator company pays 50 per cent of the space cost in approved newspapers; the fund may also be used for billboard rental for which the company furnishes the paper, or in pre-OK'd spot radio announcements. A set amount, $1, $2, or $3, is credited to the wholesaler's advertising account for each re-

frigerator model purchased. The wholesaler passes the advertising credit on to the dealer in the same manner after the dealer provides tear sheets and receipted space bills.

The Robinson-Patman Act permits this type of activity provided it is available to all dealers on equal terms. Many companies take the precaution of explaining in their proposal that no dealer can get an increased appropriation by increasing his own contribution. At the same time, these plans permit a legal method of offering the same proposition to all dealers while allowing more help to the man who is doing a better selling job.

Bendix Standards for Dealer Advertising: Since the advertising which a distributor or dealer does to promote a manufacturer's product will be associated in the public's mind with the maker of the product, it is important that the manufacturer set up standards for dealers to follow. The former Bendix Home Appliances, Inc., used the same standards for dealers as for company advertising. These were intended to keep all Bendix advertising within the bounds of good business ethics, as well as to comply with the requirements set up by the Federal Trade Commission for the industry. The cost of tie-in advertising which fails to measure up to these standards will not be shared by the company. The Bendix standards follow:

1. Disparagement of Competitors. There shall be no disparagement of competitive products. However, invitations to the consumer, to compare our products with other products generally may be made in advertisements. The name of a competitor, or competitive products should not be used, nor its identity disclosed.
2. Testimonials. If a testimonial is used, it should be genuine, and no claim should be made that it is unsolicited, or voluntary unless it is a fact. No claim should be made that our products have received a specific endorsement or approval, unless it is a fact.
3. Deceptive Illustrations and Statements of Features. The price or terms of payment of a lower priced model should not appear with an illustration of a higher priced model, or with a statement of features not available at that price or on those terms.
4. Price References. The list price shall not be designated as "reduced" or "sale price," or any other misleading term.
5. Trade-Ins. The price of any product made by Bendix Home Appliances, Inc., shall not be deceptively inflated, or masked, to offset a purported trade-in allowance.
6. Warranties. There shall be no statement or implication that the warranty applicable to our products is greater, or other than the warranty actually given. If a dealer extends a warranty which is greater or other than that given by Bendix Home Appliances, Inc., it should be clearly indicated that it is not a Bendix Home Appliances, Inc., warranty.

It should not be claimed that satisfaction is guaranteed, or that service is free for an indefinite period of time, where the guarantee covers only defects in materials and workmanship and is limited to a specific period of time.

7. LOTTERIES. No lottery scheme shall be employed. A lottery exists when all three of the following conditions exist:
   a. A consideration of some sort is required of the entrant as a condition of his or her eligibility. This might consist of his or her buying an article, paying a fee, etc.
   b. A prize is given, and
   c. Chance determines the winner of the prize.
8. COMBINATION OF OFFERS. A combination of articles shall not be offered at a price alleged to be the price of one, when in fact the price of one is increased to pay for the others.
9. MISREPRESENTATIONS. There shall be no deceptions or misrepresentations, indirectly or directly, expressed or by inference, or implications.

Contracts and Agreements: A standard agreement covering the terms of cooperative advertising plans has come into almost unanimous use. These agreements include the share to be contributed by each participant, the media in which the money may be expended, limitations on the time period in which the money must be spent, methods to be used in checking, a statement of the times at which the dealer is to be reimbursed, listing of things which the dealer must or must not do in his advertising to keep it in line with company policy, and provision for cancellation of the agreement by either party.

Such agreements are not necessarily in the form of legal contracts; many are simply outlines of company policy in which it is noted that the conditions specified apply to all members of the dealer organization.

Controlling Cooperative Expenditures: A few organizations have turned over the problem of controlling cooperative advertising to their advertising agencies; as one executive put it, "For 15 per cent they do the scheduling and the arguing with the retailers." A majority of companies, however, control such programs through their own advertising departments.

The matter of selecting media to be used and determining times of insertion is generally left to the dealer, although many companies maintain some degree of control over media selection; for example, Holcomb & Hoke Manufacturing Company, Inc., specifies the type of publication in which ads may be run; distributors and dealers for Domestic Sewing Machine Company, Inc., work out their program jointly and submit it for factory

approval; John Lucas & Company allows the fund to be used only for radio, newspapers, and billboards; Seidlitz Paint & Varnish Company restricts the program to daily and weekly newspapers.

Actual dates of insertion are generally left to the dealer and, in general, control is much less strict in this regard than in selection of media. A few companies, like the Tappan Company for example, require schedules to be submitted in advance for approval; a degree of control is maintained by furnishing seasonal ads which are only good for a limited period, as is done by Sewall Paint and Varnish Company; and other organizations, like Aeronca Manufacturing Corporation, require cooperative advertising to be placed within a particular period of time after approval.

Seasonal ads are not furnished to dealers to any great extent; as many as four sets of ads of this type are extremely unusual. It is probable that the growing demand from dealers for such aids, added to the fact that seasonal ads give the company a degree of control over insertion times, will lead to a growing emphasis on this type in the future.

A surprising number of companies impose no strict formal control at the home office over the cooperative program. Tear sheets which can be spot checked are almost always required, although a few companies permit their salesmen to approve the invoices in the field.

Restrictions on the Use of Cooperative Advertising Funds: The degree of choice given the dealer in spending cooperative funds varies greatly. Most companies which have this problem make it a matter of policy to refuse cooperative allowances for advertising in dance and theater programs and other media of the benefit or charity type. However, the advertising manager of a paint company was probably just being more frank than most when he said, "We do not encourage advertising of this type, as it has been proved to be uneconomical, but we do allow it to keep the good will of our dealers. Inasmuch as 50 per cent of the money is theirs, we trust their judgment."

Another problem of recurring importance is that of the dealer who, as one executive put it, "Thinks he can design better advertising than our agency." Not many companies require that the dealer use the factory-prepared lay-outs and copy, although almost all make a service of this type available. In many cases the company will supply the dealer with mats of pictures, head-

lines, and so on, which he can use in preparing his own ads. Some companies require only that the company logotype appear in the ad. Others require only that the manufacturer's brand name be mentioned at least once in every ad.

A substantial majority of sponsoring companies permit their cooperative advertising material to run as part of larger ads.

A Typical Cooperative Program: While much of this discussion has been concentrated on cooperative newspaper advertising because of the special problems encountered in this field, the trend is for the extension of split payment systems to other types of sales promotional materials as well. As an example of such a setup, the text of the explanation to dealers of the program sponsored by the former American Stove Company, St. Louis, is reproduced here in its entirety:

American Stove Company introduces a completely new plan for cooperative advertising:

1. A plan designed to help you sell more American Stove Company products.
2. A plan designed to identify you as an American Stove Company dealer in your community.
3. A comprehensive plan designed to help you get the greatest results from your local promotion of American Stove Company products and to give you the necessary tie-up with national magazine advertising placed and paid for by American Stove Company.
4. A plan designed with flexibility to enable you to adjust it to fit your particular situation.

In short, it's a plan designed specifically for your use to build your sales of American Stove Company products, and thereby increase your profits.

Whatever advertising and promotion media you prefer:

Billboard	Car Card
Radio	Special Direct Mail Pieces
Newspapers	Indoor and Outdoor Store Displays

Displays or Exhibitions

All are included in the current American Stove Company cooperative advertising plan.

American Stove Company will pay 50 per cent and the dealer 50 per cent of the cost of approved dealer advertising and approved dealer promotional material in accordance with the conditions outlined in this plan.

American Stove Company participation will be limited to 5 per cent of an individual dealer's net purchases of all products specified below.

GENERAL PROVISIONS

1. Cooperative advertising credits must be used within the period between January 1 and December 31 and cannot be carried over. Unused balances are not available for use after December 31, except to apply on December advertising.

2. This cooperative advertising plan applies only to Domestic gas ranges, Dual Combination ranges, Kitchen Heater (Bungalow) ranges. No credit is allowed on the No. 500, 600, 5500, 5700, 9300, 9400 Series.

3. All local advertising is to be placed by the dealer and paid for by the dealer—at the dealer's local contract rates.

4. The dealer must send receipted bills for all advertising placed by him to his American Stove Company Sales Division Office. Invoices covering advertising placed during December must be in our hands not later than January 10.

5. The dealer will be invoiced for all charge material offered by American Stove Company and covered by this plan, at the full amount less 50 per cent under the terms of this plan.

6. The dealer will be reimbursed by a credit memorandum issued by the American Stove Company Sales Division Office. When required, check will be issued in lieu of a credit memorandum.

7. If the entire advertisement is not devoted to the above-mentioned American Stove Company products, payment will be made only for that portion of the advertisement which is devoted to these American Stove Company products.

8. The specific provisions governing the use of each type of advertising or promotional activity appears on the following pages.

9. This plan may be amended or changed on 30 days' notice.

10. The American Stove Company Cooperative Advertising Plan does not provide cooperative funds if:

   a. The advertising or promotion, in the opinion of the American Stove Company, is misleading, contrary to company policy, or in violation of any Federal or State statute or municipal ordinance.

   b. Charges are made for local agency fees or advertisement preparation costs.

   c. The advertising or promotion violates any of the provisions of this plan.

11. All imprinting costs are considered to be included in this plan.

COOPERATIVE PLAN FOR NEWSPAPER ADVERTISING

1. See the General Provisions.

2. The dealer must send receipted bills from the newspapers supported by full-page tear sheets of ads to his American Stove Company Sales Division Office not later than 30 days after newspaper advertisement appears.

3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his newspaper advertisements must comply with the following provisions:

   a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.

   b. All ads must contain an illustration of any American Stove Company product together with the product trade name. It is suggested that the standard trade-mark logotype be used.

   c. For greater product identification, use of the Magic Chef Man in all ads is always desirable. This man is available in different size mats.

   d. Whenever possible, advantage should be taken of the American Stove Company newspaper mat service. This mat service provides a means for not only using tested ads, but also for getting greater results by tying-in more closely with the National Advertising Program.

e. When American Stove Company mat service is not used, the advertising copy should conform in general to features in the American Stove Company national advertising, or current retail literature and mats. Preferably, mention should be given to such American Stove Company features as the Swing Out Broiler, Red Wheel Regulator, Lifetime Burner Guarantee, One-Piece Top Burner Unit, etc.

f. The ad must appear in such newspapers as the dealer normally uses. This would include daily newspapers, weekly newspapers, class or foreign newspapers, or shopping news. These must be standard recognized publications. No premium will be paid for position.

4. No cooperative funds are provided if:

a. Charges are made for all or any portion of classified advertising.

b. Full-page tear sheets are not supplied properly identified as to date, locality, and name of newspaper.

COOPERATIVE PLAN FOR RADIO SPOT ANNOUNCEMENTS

1. See the General Provisions.

2. The dealer must send receipted bills and notarized affidavits from the radio stations, accompanied by exact copies of the script used in the announcement, giving the time of the broadcast(s), date, and name of station.

3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his radio spot announcements must comply with the following provisions:

a. The names or descriptions of competitive ranges must not appear in the same announcement as American Stove Company products.

b. Whenever possible, printed radio spot announcements should be used; these are available free of charge for use by the local announcer.

c. Or, whenever possible, prepared radio transcriptions should be used; these are available from American Stove Company for use by your local radio station. When transcriptions are used, the cost of the transcription is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions.

d. If radio spot announcements prepared by the American Stove Company or radio transcriptions are not used, your radio spot announcements should deal exclusively with (any or all of) the American Stove Company products specified in the General Provisions; the product should be mentioned by name at least every 30 minutes; preferably, American Stove Company exclusive features should be mentioned, and the announcement should be approved by your American Stove Company Sales Division Office prior to its being broadcast.

e. Charges are to be made for station time cost only.

4. The above requirements also apply to television broadcasts as sponsored by the dealer.

COOPERATIVE PLAN FOR BILLBOARD ADVERTISING

1. See the General Provisions.

2. The dealer must send receipted bills and location lists from the local outdoor advertising company. Charges must be made for space cost only.

3. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his billboard advertising must comply with the following provisions:

  a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.
  b. It is highly recommended that the 24-sheet billboard posters furnished by the American Stove Company be used. When these posters are used, the cost of the poster is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions. When standard billboard posters as furnished by American Stove Company are not used:
    1. All ads must contain an illustration of an American Stove Company product as specified in this plan together with the product trade name. It is required that the standard trade-mark logotype be used.
    2. The advertising copy and design should conform in general to the features in the American Stove Company national advertising, or current retail literature.
    3. When standard billboard posters as furnished by American Stove Company are not used, copy and layout for dealer's poster must be approved by American Stove Company prior to its use.

COOPERATIVE PLAN FOR CAR CARD ADVERTISING

1. See the General Provisions.

2. The dealer must send receipted bills from the transit advertising firm. Charges must be made for space costs only.

3. This fund applies to card advertising on street cars, buses, trains, and public conveyances.

4. In order for the dealer to receive the greatest benefits from this plan, plus reimbursement, his car cards must comply with the following provisions:

  a. Competitive ranges or their names must not appear in the same advertisement as American Stove Company products.
  b. It is highly recommended that the car cards furnished by the American Stove Company be used. When these cards are used, the cost of the cards is included in this plan and will be handled in accordance with Paragraph 5 of the General Provisions.
  c. When standard car cards as furnished by American Stove Company are not used:
    1. All ads must contain an illustration of an American Stove Company product specified in this plan, together with the product trade name.
    2. The advertising copy and design should conform in general to the features in the American Stove Company national advertising, or current retail literature.
    3. Copy and layout for dealer's card must be approved by American Stove Company prior to its use.

COOPERATIVE PLAN FOR SPECIAL DIRECT MAIL PIECES

1. See the General Provisions.

2. All American Stove Company direct mail pieces and counter literature, as shown in the promotional material book and on the promotional material order blank, are included in this plan.

3. These pieces are prepared by American Stove Company for use by its dealers and are bought in large quantities to get a price discount. This savings in price is passed along to its dealers.

4. The dealer is credited with 50 per cent of the price of the individual piece as shown on the order blank, in accordance with the provisions of crediting as explained in Paragraph 5 of the General Provisions.

5. When standard direct mail pieces and counter literature, as furnished by American Stove Company, are not used, prior approval of copy is required together with advance information regarding costs of material, distribution, and quantity involved on dealer initiated pieces. Provisions regarding copy, layout, etc., as stated under "Cooperative Plan for Newspaper Advertising" are applicable.

6. Distribution costs are not included in this plan.

COOPERATIVE PLAN FOR INDOOR AND OUTDOOR STORE DISPLAYS

1. See the General Provisions.

2. All American Stove Company store display pieces, as shown in the promotional material book and on the promotional material order blank, are included in this plan.

3. These pieces are prepared or purchased by American Stove Company for use by its dealers and are bought in large quantities to get a price discount. This saving in price is passed along to its dealers.

4. The dealer is credited with 50 per cent of the price of the individual piece as shown on the order blank, in accordance with the provisions of crediting as explained in Paragraph 5 of the General Provisions.

5. When standard store display pieces, as furnished by American Stove Company, are not used, prior approval of each individual piece is required, together with information regarding costs of material, distribution, and quantity involved.

COOPERATIVE PLAN FOR LOCAL DISPLAYS OR EXHIBITIONS

1. See the General Provisions.

2. This plan covers only the costs for rental space used in exhibiting the American Stove Company products specified in this plan.

3. The dealer must send a receipted bill from the Exhibit Lessor and detailed explanation concerning the exhibit. If possible, a photograph of the booth should be furnished.

4. This plan does not cover the cost of display or preparation, except as included in the "Cooperative Plan for Window and Store Displays."

5. Should other products besides American Stove Company products be displayed, this plan covers only the costs for that part of the display devoted to American Stove Company products.

6. When a Magic Chef range is used as a prize, American Stove Company will pay 50 per cent of the cost of the range. Prior approval for use of a range as a prize under this plan must be obtained from your American Stove Company Sales Division Office. American Stove Company participation will be limited to 5 per cent of net purchases as described in this plan.

THIS IS A COOPERATIVE PLAN FOR YOU, MR. DEALER

Here is a plan whereby American Stove Company pays 50 per cent of the cost for the local advertising you wish to do in promoting its products.

Here is a plan whereby you can tie-in locally... cash in locally on the big American Stove Company national advertising program.

Here is a plan which allows you to select the advertising or promotional method you feel best suited to your community, and follow through on a co-operative basis.

Here is a plan designed to help you sell more American Stove Company products at a minimum of promotion expense to you.

Here is a plan that you can use... use it, and you will realize greater sales of the highly profitable American Stove Company line of products.

If you have any inquiries, see your American Stove Company representative, or write your American Stove Company Sales Division Office.

ELIMINATING WASTE

All of the cooperative programs, whatever their details, have as one principal purpose the elimination of outright waste of sales aids by customers who order them and then don't use them. This is probably the most serious single headache in the field of sales promotion, and only an unending program of education seems to be a practical answer.

While training is necessary, there are several other very simple and obvious ways which can be profitably employed by a manufacturer to reduce this leakage. As a starter, many companies might profit by a cold-blooded analysis of the value of each item in the sales promotional line (see Chapter 39—"Measuring the Results of Sales Promotion"). Such a review will often indicate that certain items can be dropped entirely and others combined for both greater economy and greater efficiency.

Analysis of the size of order for promotional materials is another method of checking waste. If an over-optimistic dealer orders 5,000 copies of a catalog in a territory which has only 2,000 prospects, further investigation is obviously advisable before the order is filled. A company which is unable to develop market research data on the total potential can at least keep a running record of sales and orders for promotional materials and check on any discrepancies either over a period of time or from user to comparable user.

A clear distinction should also be made between spot promotions designed to pay off immediately and those intended to do a long-term job. When the Shell Oil Company inaugurated a direct-mail program for filling station operators, the participants were required to sign up for a full year. An arrangement of this sort is particularly important in a direct-mail campaign: other-

wise the dealer will often send the first letter or two, become discouraged at the lack of response, and throw out the rest of the plan.

Eliminating Misuse of Materials: Almost as serious as the problem of the material that is never used is the situation in which the sales aids are used in the wrong way. A cheap offset folder, for instance, is much more appropriate for distribution at a county fair than an expensive four-color catalog.

In many cases this type of waste is the direct responsibility of the sponsor. A paint manufacturer, alarmed at the rate at which color-chip folders were being used, found on investigation that dealers were giving them away to all comers because they had no wall-hung display which showed the colors. The manufacturer issued a rather expensive wooden display board, and found that as soon as a dealer had used the board instead of the folder 20 times, the board was paid for.

Kold-Hold Manufacturing Company developed a simple single-sheet self-mailer which gave photographs and prices of six of their most popular lines. On the reverse side was an invitation to write for the complete catalog. By using the cheaper piece for their big mailings, distributors were able to cut catalog waste substantially.

Reproductions of four-color national advertising are being given less and less emphasis by Victor Adding Machine Co. The same job can be done more effectively, in this organization's experience, by one-color offset sheets produced at a fraction of the cost of the reprints.

Although these three cases all involved a reduction in expense, it is sometimes paradoxically possible to save money by increasing the original investment. A drug manufacturer checked on a window display unit to see how many retailers were planning to use it again, and found that nearly half had thrown it away because it had become soiled or faded. A more expensive unit which could be washed and reused was substituted the following year.

Misuse of materials often occurs simply because the manufacturer has not made clear to the user the purpose for which the tool was designed. The use of prospect mailings which offer an expensive premium, a stunt used by many of the insurance companies, would be very expensive unless it was made clear to the salesmen that these mailings were only for fully qualified prospects. The illustration of a page from Victor Adding Ma-

Number
NAME OF MAILING — Date released
Prepared by — Department
Total Inquiries Rec'd — Inquiries — Quantity Mailed
Total Orders Rec'd — % Orders — Returns from P O
List used — List was last used

Inquiry Results By Days (Record Orders Separately)

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

Daily record of orders and amounts in dollars and cents

Date Rec'd	No of Orders	Amount	Date Rec'd	No of Orders	Amount	Date Rec'd	No of Orders	Amount

MAILING INSTRUCTIONS

Multigraph or Mimeograph

Letters
1 Fill in
2 Dated
3 Date
4 Signature
By hand — By machine

Enclosures (folders, etc) x if to be imprinted

Prepared Mailings
Show Packages

Return card enclosed?
Imprint

Number
Date wanted
Where to be delivered

Instructions to Stenographic Department

Deliver to — Dept
Marked as follows

Dept O K

Detailed Figures of Cost
Printed matter
Letterheads
Envelopes
Addressing Envelopes
Fill Ins
Fac Simile Work
Stencil Addressing
Print Shop Labor
Mailing Room Labor
Postage
Incidentals

Total Cost
Cost per piece
Cost per inquiry
Cost per order

Approved — Supervisor of Sales — Acct No

To provide a simplified method of keeping track of both costs and returns from direct-mail campaigns, some companies print the front of 9- by 12-inch envelopes. All papers, proofs, and three samples of the finished piece are placed in the envelope, which is filed away by number. Inquiries received from the mailing are tallied on the front of the envelope, which also carries cost and other data required by the promotion manager.

chine Company's catalog of sales promotional aids shows how this organization spells out the correct application of each item. When a new piece is introduced it is accompanied by a letter which does the same job.

Channeling Promotion to Best Prospects: "Getting thar fustest with the mostest" is not enough in planning sales promotional campaigns, they have to get to the right place. While a few companies believe that the area with the richest potential needs less cultivation than the underdeveloped area, a great majority make an effort to put the bulk of their materials where the greatest number of customers will see them.

Thanks to the activities of the space salesmen, this problem has been comparatively well solved as far as national advertising is concerned. Almost any publication can give a prospective advertiser a detailed break-down of its readership; by combining a group of these studies the advertiser can work out a schedule to get maximum coverage with a minimum of overlapping.

Direct mail, properly used, is of course the ideal medium for controlling the type of prospect who will get more expensive promotional materials. A close second is the use of inquiry coupons in advertising; these often require the prospect to send a dime or a quarter as a token of genuine interest. Names of these highly qualified prospects can then be forwarded to the salesman or dealer in whose territory the inquiry originated.

Pillsbury has a nation-wide promotion program supplemented by special extra promotional activities in those markets which its research department reported to have above the average potentials.

In a similar program, a leading electrical instrument manufacturing company checks sales for the preceding year and prorates the share of promotional money which is to be used in each territory.

A large life insurance company has developed a "Quality Rating Chart," which salesmen can work out for each prospect. The analysis involves 11 factors, each of which has point values. The total of the points indicates to the agent how much time, effort, and promotional material should be expended on the prospect.

A company selling to other industries has worked out annual purchase patterns for each industry. If a large account in the chemical field is buying only 8 per cent of the company's product *x*, while the average per cent of purchase in the chemical industry is 18 per cent, there is a plain indication not only of the

amount of promotion which should be used, but also the type by product.

Competitive pressure is another factor involved in determining where to put sales promotional emphasis. A Texas oil products company has found that the promotional dollar is worth more in small towns because competition ignores these accounts, and the company urges salesmen to spend their time on county roads rather than on superhighways.

Eliminating Waste in Distribution: The method used to get sales promotional materials to the user is another leaking faucet. As a test, the Proctor Electric Company distributed mats to 250 retailers in the San Diego area during an all out promotion drive. Fourteen dealers ran a total of 32 ads during the period. The estimate by an advertising agency head of 75 per cent waste in such distribution would be, in this case, overconservative.

As a result of this situation, the majority of manufacturers send only proofs of available mats to their dealer organizations and let them order from these proofs. One company has the mats delivered in person by a salesman, who then calls the local newspapers to tip them off that the dealer is considering the insertion of some advertising. The paper's space salesman can usually be counted on to follow up.

In cases where sales promotional materials are mailed from headquarters, there is a growing trend toward using this same sample system for other types of sales aids as well as mats. In the words of one executive, "If a dealer isn't interested enough to fill out a return card and mail it, he isn't going to use the material anyway."

The most effective way to deliver such materials, of course, is to have the company salesman take them to the dealership and explain them or install them himself. In many organizations, desirable as this might be, it cannot be done without cutting down too much on the man's selling time. Several systems have been developed to avoid this problem; Corning Glass Works employs in each territory an "assistant salesman," who does only merchandising. As vacancies occur in the senior sales force these men are moved up. Many organizations employ companies specializing in displays to do installations for them. In some fields the manufacturer's salesman rarely if ever takes an order; his entire job is to install displays and help the dealer plan promotions. Drug houses almost without exception employ detail men whose whole job is to acquaint doctors with new products and

new uses for old products. The theory of course is that if the goods are moving the order is inevitable.

Waste in Duplicated Materials: For several years there has been a tendency for manufacturers to assume more and more responsibility toward their customers. A number of promotional programs have been set up which have no direct connection with the sales of the sponsors' goods, but are instead intended to strengthen the customers as businessmen. The idea is of course that strong customers, particularly retailers, will buy more goods and move them. Under present laws there is no reason why these generalized programs cannot be sponsored by an industry-wide group rather than developed and, in all probability, duplicated by individual manufacturers.

The Wood Office Furniture Institute, a group of 20 manufacturers, sponsored the publication of a 240-page manual which is actually a complete course in how to operate a retail wood office furniture store. The book was prepared by an outside consultant and sold to the dealers at cost.

Joint action by manufacturers and distributors has been undertaken by the American Supply and Machinery Manufacturers Association in collaboration with the National Supply and Machinery Distributors Association. This program is an extended research project into possible ways of cutting distribution costs.

The National Wholesale Druggists Association is still another group which has acted jointly on management problems. The usual method employed by this organization is to sponsor, through a scholarship or grant, independent research carried on by a graduate student or professor in a recognized college of business administration.

While most of such group activities have been of a general nature, there have also been promotional plans more directly under industry sponsorship. Twenty-three manufacturers sponsored a year-long selling contest for retail gas water heater salesmen. The promotion, run through the Gas Appliances Manufacturers Association, gave a heavier push than any one of the manufacturers acting alone would have found possible.

It isn't enough to sell a customer a particular brand of automobile; he must first be sold on the idea that he wants an automobile at all, rather than a refrigerator or a television set. As competition for the consumer dollar becomes keener, industry-wide activities within the limits imposed by the antitrust laws will in all probability be employed in many fields to avoid waste through duplication of sales promotional materials.

Chapter 39

MEASURING THE RESULTS OF SALES PROMOTION

THERE are three periods of time at which an attempt can be made to evaluate a promotion: Before it is launched nationally; during the time that it is in operation in the field; and after the event has ended. Each period has advantages and disadvantages; in most cases all three can be profitably used in making a final evaluation.

For many businessmen, the word "pretest" calls up visions of bespectacled young women asking searching questions of housewives and punching the replies on statistical tabulating cards. Actually a pretest need not be that formal to be effective; merely obtaining the opinions of the company's salesmen will often suffice to get a lot of bugs out of a campaign in advance, and stopping 100 housewives in the nearest supermarket can be helpful in designing a consumer-level appeal. Since a pretest of a promotion or a promotion piece involves getting other people's ideas before a substantial investment is made, it is a safe generalization that any pretest is better than none.

One very valuable result of pretesting is that it supplies specific factual ammunition for selling the promotion to its users nationally. If a new sample kit can be sent to salesmen with a letter saying that Joe Doakes has been using it in the Oklahoma territory and has upped sales 30 per cent, the kit will probably get better acceptance than if it is sent out cold. In the same way, a dealer is more likely to push a promotion if the manufacturer can give him case histories of the extra profits already made by retailers comparable to himself.

Whether pretesting is done on a scientific sampling basis or simply off the cuff, it is not a substitute for executive judgment. The very fact that pretesting must be done in advance is a handicap, since conditions may change rapidly from one season to the

RECORD OF COSTS *and* RESULTS OF ADVERTISING

DESCRIPTION OF MAILING ______ MAILING DATE ______

PURPOSE ______ QUANTITY ______ KEY ______

MAILING UNIT

- ☐ LETTERHEAD
- ☐ FOLDER
- ☐ CIRCULAR
- ☐ BOOKLET
- ☐ CATALOG
- ☐ ORDER BLANK
- ☐ REPLY CARD
- ☐ REPLY ENVELOPE
  - ☐ STAMPED ☐ UNSTAMPED ☐ C. O. D.
- ☐ CARRIER ENVELOPE
  - ☐ SEALED ☐ PENNYSAVER ☐ GUM SPOT

WEIGHT ______ POSTAGE ______

DUPLICATING LETTER

- ☐ HOOVEN
- ☐ MULTIGRAPH
- ☐ MIMEOGRAPH
- ☐ TYPEWRITER TYPE
- ☐ PRINTED TYPE
- ☐ FACSIMILE

FILL-IN: ☐ ONE LINE ☐ FOUR LINE

SIGNED: ☐ HAND ☐ MACHINE

DISTRIBUTION

☐ MAIL ☐ DOOR TO DOOR ☐ COUNTER ☐ PACKAGE INSERT

MAILING LIST

LIST ______

USED LAST ______

NUMBER UNDELIVERED ______

POSTAGE

☐ FIRST CLASS ☐ THIRD CLASS ☐ BULK THIRD — ☐ STAMP ☐ METER ☐ PRECANCELLED ☐ PERMIT

ADDRESSING

☐ STENCIL ☐ TYPEWRITER ☐ HAND

PUBLICATION ADVERTISEMENT

PUBLICATION ______

CIRCULATION ______

ISSUE ______

SPACE ______

POSITION ______

COST ______

INQUIRY RESULTS BY DAYS					DAILY RECORD OF ORDERS			
DAY	[illegible]	PER CENT	[illegible]	PER CENT	DATE REC'D	NO. OF ORDERS	PER CENT	AMOUNT
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30								
31								
TOTAL					TOTAL			

COSTS

PREPARATION
- COPY
- ART WORK
- ENGRAVINGS
- TOTAL

PRODUCTION
- LETTERHEADS
- ENVELOPES—OUTER
- ENVELOPES—REPLY
- POSTAL CARD
- PRINTING
- TOTAL

DISTRIBUTION
- LIST
- MULTIGRAPHING
- FILL-IN
- ADDRESSING
- SIGNING
- FOLDING INSERT STAMP ETC
- POSTAGE

OBJECTIVE COST ______ TOTAL ______

TOTAL COST $ ______

COST PER UNIT MAILED ______ ¢

COST PER INQUIRY ______ ¢

COST PER ORDER ______ ¢

SCHNEIDEREITH & SONS • DIRECT MAIL ADVERTISING PRINTING OF CHARACTER • 206-210 S. SHARP ST., BALTIMORE, MD.

A standard form widely used for scheduling, following through, and costing both direct-mail and publication advertising. Without some system of this sort it is difficult for the sales promotion manager to know which efforts are productive and which are not.

next or from the month of the test to the following month when the promotion is released generally. There are geographic differences in purchase patterns, too, which will not show up except in a very elaborate pretest. A campaign which sold a lot of beans in Boston, for example, might not necessarily do as well in the New Orleans market.

Too often pretests are made on the basis of intention to buy rather than on actual purchases. The result is an overoptimistic response. If a consumer is offered a choice of a very fancy fountain pen for $7.50 and a stripped-of-chromium version for $5.00, his preference will probably be for the more expensive model. However, when he must actually pay out the money, his decision may be reversed. The voting pollsters who ask the electorate which candidate they prefer, but not whether they intend to vote, are an extreme example of the fallacy found also in intention-to-buy testing.

Direct-Mail Testing: Pretesting of direct-mail campaigns is, of course, the simplest form of such activity. It is almost unanimously used as a result. The response to 2,000 or 5,000 of the mailing pieces can be obtained by simply mailing them, and total response of a comparable list of larger size can be projected with a fair degree of accuracy.

Very few companies, however, have gone one step further and used the mails to pretest other promotional materials. One of the big mail-order houses did test a variety of prices for selected items once by printing each million catalogs with different prices in them; the only result was that the curve of orders correlated directly with the amount of the price cut.

One company which has made effective use of mail testing is The Wheatena Corp., which uses this method of pretesting premium offers. Finished proofs of an advertisement offering a premium are sent to a group of consumers who have responded previously to a premium offer by the company. A letter explains that the company is making the premium available to old customers first. Since the ad is the same one that is scheduled to appear nationally later, the response will indicate how well the promotion is likely to go.

Direct mail offers a method of testing the psychologically correct price for a consumer item. By sending to different sections of the same list promotion pieces which are identical except for the price, it is possible to get an evaluation of the difference in sales volume which can be anticipated between, for instance, $2.95 and $3.00.

Pretesting Advertising: Most of the big metropolitan newspapers offer a "split run" service to advertisers which can be used to pretest newspaper advertising before it is released nationally. The manufacturer submits two advertisements instead of one; half the papers carry one ad and the other half the other. By keying the ads differently, the sponsor can tell very quickly whether or not there is an appreciable variation in response.

A second method is to use different ads in papers in comparable communities; if the cities are really comparable in all essentials, this will also produce results which can be projected nationally.

Measuring the effectiveness of national magazine advertising is a wholly different problem. Many of these ads are not intended to encourage the reader to rush out and buy, but only to build brand acceptance to the point where, when the consumer is ready to redecorate, she will automatically think of a certain brand of rug, paint, or furniture.

Archibald Crossley, one of the pioneer experts in the survey field, told a Dartnell staff member, "We are particularly interested in the question of the effectiveness of national advertising, but we feel that this subject is only in its infancy. It is fairly easy to make pretty accurate counts of readers, but it is something else again to measure the real effectiveness of advertising. That work must necessarily be on an individual basis, tailor made to the specific need."

Panel Testing: For some types of promotions it is possible to assume that a small cross section of the audience can give the reaction of the whole. Actors know that if Monday night's audience laughs at a particular joke, in all probability the audiences will continue to laugh at that point for the rest of the week.

Sales promotional films, either at the dealer or the consumer level, are usually pretested in this way, just as Hollywood productions are. A group from the larger audience to whom the film is directed are given a "sneak preview" to obtain the typical reaction. In the case of training films the basic question is not so much whether the picture was esthetically enjoyable as whether it succeeded in imparting the desired information; for this type of picture a quiz on content is usually employed instead of a more general questionnaire.

Sales meetings are another type of promotion which can be evaluated by testing on a representative audience. If a skit bores an audience in Topeka, the chances are about 100 to 1 that it will bore other American audiences too.

Package and product design, which are at least partially the responsibility of the sales promotion department, can also be tested in this way. One manufacturer of refrigerators invites members of the Ladies' Aid societies in his headquarters city to a series of snack luncheons at which the line for the following year is on display. While the reactions of these housewives may not pay out on an exact scientific basis, the company found that they are typical enough to be used without further checking.

Field Testing: While valuable information about many types of promotions can be obtained in the manner just described, there are certain types of activities which must be tested under actual day-to-day conditions in real markets. A point-of-sale display, for instance, may get an enthusiastic OK from dealers when they see it at the factory and then be turned down by these same dealers because it's too big for their counters.

The simplest method of field testing is to release the new tool to a selected salesman or actually release the campaign in one distributorship. This type of testing is particularly advisable if it involves a new product or if the campaign is a rather complicated one; the sales promotion man who can foresee all his difficulties has not been born yet.

Tests of this type have also been used as the basis of decisions on sales promotional policies for the future. The Silex Company, toward the end of the war, needed information about how the market was likely to behave when normal supplies were again available. The company saturated the city of Peoria, Illinois, with merchandise and checked carefully to avoid "leakage" to other areas. The fact that the test was being made was not released to the public. On the basis of this actual field experience, the company was able to plan production schedules and promotional campaigns well in advance.

In the same way, the Proctor Electric Company has on occasion used two or more "guinea pig" communities to check on different types of promotions. Results are then evaluated in terms of dealer acceptance and promotional costs against sales, and the tests give a factual basis for the decision on which type of promotion to release nationally.

A guinea pig test is particularly helpful to the manufacturer whose sales peak moves north or south across the country with the changing seasons. A clothing manufacturer, for example, can iron the kinks out of his spring promotion plans on the Gulf Coast or in Southern California while the majority of his most profitable markets are still blanketed with snow.

GENERAL ELECTRIC VISITORS' QUESTIONNAIRE
HOME BUILDERS' SHOW

DATE:

1. Did you find equipment in which you are interested displayed in the G-E exhibit?
_______ Yes _______ No

2. What impressed you most favorably about the exhibit?

____

____

3. Does the exhibit include any equipment of no interest to you?

____

____

4. Is there anything missing you would like to have seen displayed?

____

____

5. It is our purpose in this show to present General Electric appliances and heating equipment suitable for moderately-priced homes being built today.

(a) What class of home do you think the equipment displayed is practical for: $ _______________

Comment ____

(b) Do you consider it practical for your home?

_______ Yes _______ No Comment _______________________

____

____

POSITION OF RESPONDENT _______________ TYPE OF CONCERN _______________

Results from exhibits can be increased by passing out questionnaires to those who visit the exhibit asking how it impressed them. At the same time information can be obtained which will be useful in promoting the sale of the products shown in the exhibit. The above blank was used by General Electric Company to evaluate the interest in the company's exhibit of kitchen and house-heating appliances at the Home Builders' Show in Chicago. No signature was required, but the position and business connection of the person filling out the blank were asked for and usually given. Some excellent suggestions were secured in this way, which proved helpful in planning the next exhibit for this show.

Testing in Varied Markets: There are of course products, and promotional campaigns as well, whose appeal will be quite different in different sections of the country. In these cases it is usual for the manufacturer to pretest in several cities rather than one, and to select cities as completely different as possible, rather than trying to find nearly identical communities, as was done in the Proctor tests.

To be really effective, such tests should be based on known differentials in purchase rate. The failure of a promotion to move refrigerators among Eskimos is not a criticism of the promotion. In a less spectacular way these regional differences in purchase rate appear in the sales of consumer products from asparagus to automobiles.

These multi-town tests are of course more expensive to make, but they give more detailed information. Four key cities were used recently by a manufacturer to see what would happen to sales of a 25-cent item if the price went to 35 cents. In spite of intense promotion, the result was a big drop in sales in three communities. Had a decision been made without testing, or had a single city been used, the results might have been disastrous.

Testing by Random Sample: For premiums, consumer contests, package design, and other problems involving the verdict of the general consumer, a company can often obtain valuable information by interviewing a random sample of "men on the street." This type of interviewing is usually assigned to an independent research organization.

In the same way, the opinions of a company's salesmen, distributors, or dealers can be obtained. While the method makes no pretense of being exhaustive, it will often turn up enough new ideas or criticisms to be very worth while.

An important precaution in using random sampling is that the user must be sure that he has ruled out any factor in selecting the sample which will weigh their opinions in a particular way. The man on Broadway or the man on Wall Street is not the "man on the street" for most purposes. The classic example of a sample which turned out to be weighted was the *Literary Digest's* poll of subscribers on the Presidential election of 1936.

Testing by Scientific Sample: The most elaborate method of pretesting, and by far the most expensive to put into operation, employs accepted statistical techniques for building a "sample population" which has all the essential attributes of the larger group it represents.

Like any scientific application to human affairs, sampling technique is open to some criticism and involves problems that have not yet been solved. Whether a group of housewives will continue to be "representative" after they have been members of a panel for several years is typical of the comparatively hair-splitting points of debate.

Around the Court House Square

at KOSCIUSKO, MISSISSIPPI

RESTAURANT | BEAUTY SHOP | FURN. STORE | FURN STORE | FURN. STORE | BARBER SHOP | BANK | DRY GOODS | VARIETY STORE | BURNED DOWN | DRUG STORE

$25 000 | PROSPECT | PROSPECT | $2500 | $4250 | PROSPECT | $4150 | $8500 | PROSPECT | $20,250

$47 000 00

$2500 00

$12 500 00

NORTH $60 300 00

West side	
DRY GOODS	$23 150.
DEPARTMENT STORE	$22 500
FURNITURE STORE	PROSPECT
LADIES STORE	PROSPECT
LADIES STORE	$1 000
OFFICES / FURNITURE STORE	$41 605
THEATRE	
DRY GOODS STORE	$2500
DRY GOODS STORE	$2000

WEST $93 355 00

EAST $239 600 00

East side	
$12 250	DRY GOODS
$4 000	LAW OFFICE
$68 000	FURNITURE STORE
	GROCERY STORE
PROSPECT	DRUG STORE / DOCTOR $21 600
$78 048	HARDWARE STORE
$12 000	GROCERY STORE
$12 400	SHOE SHOP
$2 500	AUTO SUPPLY
$26 000	DRUG STORE / DR. OFFICE

COURT HOUSE $18 500 00

SOUTH $288 100 00

$27 105 00

$83 900 00

$55 000 | $86 000 | $1250 | $8,750 | $15 500 | $36 750 | $2500 | $74 000 | $ 250 | $30 000 | $27 600

VARIETY STORE | DEPT STORE | HOME STORE | AUTO SUPPLY | CAFE | VARIETY STORE / EMPL OFFICE | GENT CLOTH | DRY GOODS | CITY HALL | LAW OFFICE | DRUG STORE / DRS OFFICE

$27500 00

$2000 00

GRAND TOTAL AROUND THE SQUARE **$681,355**

GRAND TOTAL AROUND SQUARE AND INCLUDING ONE BLOCK BACK IN EACH DIRECTION **$983,860**

By pretesting a new sales technique in a single community, Investors Syndicate was able to present this dramatic case history of results when the idea was released nationally to the sales force.

For a company selling to other companies, which knows the names and has the essential information about every potential customer, or for an organization selling through dealers with whom close contacts are maintained, it is possible to build a rigidly accurate panel which will represent in correct proportions the 10 or 12 characteristics of most importance. The Frigidaire dealer panel is an example.

The company selling to a mass audience, however, cannot expect to achieve the same pin-point accuracy because there are too many human variables involved. Nonetheless, such a panel—2,000 members is the currently fashionable number—can give the answers to a tremendous number of questions with greater accuracy than is possible in any other form of pretesting.

Maintaining a panel of this size is obviously impossible for even the bigger individual manufacturers. Many advertising agencies have these panels and make them available to clients. It is also possible to obtain pretesting information from independent consumer panels.

EVALUATING A PROMOTION IN THE FIELD

Once a promotional campaign has been launched nationally, a different kind of evaluation begins. This study of the promotion in action is valuable both to make sure the program is clicking along on schedule and as the basis for planning more successful future activities:

The method used for this kind of evaluation naturally depends upon the type of promotion. In a display activity, the method of evaluating is to see how many dealers used the piece (and, if possible, whether its effect on sales can be directly determined). In a consumer-level promotion, the problem is whether or not goods are moving off retail shelves faster. In promoting a company film, the essential figure is the number of persons who have seen it.

If the estimate of the effectiveness of a selling promotion is to have any meaning, it must be checked against a base figure. This figure can be used as an indication of what sales would have been if the promotion had not been in effect during the period. One way of doing this is by keeping sales records in a test group of stores for a period of time preceding the promotion; another is to graph last year's sales and this year's on the same chart.

It is also advisable to keep a record of the period immediately following the promotion. If the jump in sales during the period

recedes, but leaves total sales still considerably higher than they had been before, the promotion has obviously been of far more value in winning continued consumer acceptance than if at the end of the period sales promptly return to their pre-promotion level.

Using Salesmen to Check: Probably the most common method used for checking on a promotion while it is in use is by obtaining reports from the company's salesmen. The tremendous advantage of this method is its simplicity; no extra personnel are needed and, ordinarily, the salesman can gather the needed information in the course of his regular swing through a territory without waste by employing what would otherwise be waiting time.

In some cases the report need be only a "yes" or "no" as to whether a dealer is participating in a promotion or whether the salesman's new kit is satisfactory; in other instances the salesman is required to make periodic inventories either of the materials he himself is using or of the stocks on hand in distributorships and dealerships.

This system is most common in fields where the sales force is on salary and merchandising point-of-sale materials is an important part of the job. In such companies, if a merit-rating system is used, the amount of display obtained is an important factor for consideration before granting an increase. Very often in such a setup, common to the food, liquor, cigarette, and drug fields, it is part of the salesman's work to install the promotional materials himself.

Whether or not to use reports from the sales force depends upon the answers to two questions—how valuable the man's selling time is, and how much of that time will be required to make the report.

Using Direct Mail: A technique which has proved quite successful in running contests may offer an idea for checking on other types of promotions as well. The participant, whether he be a company salesman, an independent insurance agent, a jobber salesman, or a retail clerk, is required to register by mail his desire to take part in the contest and to submit reports either at definite time intervals or after he has made each sale.

Registering participants is an idea of particularly wide possibilities. As Zenn Kaufman, when merchandising director of Philip Morris & Co., Ltd., put it, "It's one thing for the manufacturer to tell people they are in a drive; it's something else when they tell him."

The Gas Appliance Manufacturers Association sponsored a year-long retail sales contest, sponsored by 23 manufacturers, with three different point awards for merchandise of differing values. In order to get reports without being flooded by detail work, the Association supplied each manufacturer with contest point credit tags which were attached to each appliance at the factory. When a retail salesman completed a sale he detached the tag, held part for his own records, and mailed the other section to contest headquarters. The utter simplicity of such a promotion appeals strongly to dealers and salesmen.

Periodic mail reports from retailers are easiest to obtain if the retailer gets something more than a word of thanks for his trouble. A monthly report of appliance sales for all the communities it serves is compiled by Southern California Edison Company. The form lists the number of dealers in the community, the number reporting sales for the month, and total sales of each of a dozen major appliances. Copies are released only to reporting dealers; each of these can quickly check his own sales against the area total to see if he is getting his share of actual business in each of the 12 lines. Although this is a continuous program, it does, as a by-product, give a monthly report on the effectiveness of current promotional activities, and a similar setup could be used only during a promotion period if the manufacturer wished.

If the letters are good, the mails can be used to obtain consumer-level reactions too. One advertising agency has developed a panel of 2,000 housewives which is used for mail surveys of product testing, copy testing, brand preferences, and other topics of interest to clients. Response runs 60 per cent or over, and the members of the panel are not paid either in money or gifts. They reply because the letters are obviously from one human being to another; as an example of their style, here is the text of the first letter sent to a prospective panel member:

Dear Homemaker

One of the nicest things about consumer research is getting to know people! You've shown such helpful enthusiasm and interest in answering my questionnaires that I'd like to have you as a member of my permanent consumer group I'd like to know you better, personally, too. The more we know about you, the more helpful we can be to our clients and the more helpful they can be to you

Since you women do the buying, if a manufacturer wants to sell to you, it's wise for him to know what you want and our job is to find that out for him

For example, I'd like to know your age, because if you're over 60, I wouldn't send you a panty girdle questionnaire, but I would send you one on cookies. I'd like to know your income, because if it's less than $50 a week I wouldn't ask about mink coats, but I would ask your opinion on cereals.

So, would you answer the questions on the reverse side of this letter and send it back to me in the enclosed envelope, please? No stamp is needed.

Since many of you have asked about me, I'll start the ball rolling by saying: My name is really Alice B. Day--I'm a widow--have six children (two boys and four girls) and my chief interests (besides the children, of course) are people and music.

Now won't you hurry and tell me about you?

For high ticket consumer items, it is easy to develop a user panel. Most manufacturers attach a tag to the product which must be returned to the factory before the guarantee becomes effective. In some cases an attempt is made on the registry tag to get sales information; in others the registrants are followed up by letter or questionnaire.

Almost anyone is flattered by being asked for his opinion. Mail questionnaires can give helpful information if it is kept in mind that the results are probably somewhat extreme; that is, the user of the promotion or the consumer whose experience has been either very unsatisfactory or extremely satisfactory is more likely to answer than someone who is indifferent.

Checking on Local Publicity and Advertising. It is standard practice for the manufacturer who participates in the cost of local advertising to require tear sheets of advertising insertions or receipted bills for radio time, accompanied by scripts, before the dealer's cooperative account receives credit. However, in cases where a mat service or electrotypes are furnished and the dealer pays the bill, it is impossible to get more than a minimum figure by this method. This is equally true of attempts to find out how much local publicity has been obtained through using the manufacturer's releases and how many dealers are using his radio spot announcements.

There are organizations which specialize in reporting in all three of these fields. Some will clip advertising, others news items, from the entire American press for a very reasonable fee per clipping. Another type of service monitors radio advertising by retailers.

Independent agencies will also check the complete promotional job being done by retail outlets. In cases where for some reason

it is not practical to have this done by salesmen, the service, though expensive, is often well worth the investment.

Evaluating National Advertising: Just as services are available which will check the effectiveness of advertising, there are other groups which will measure how good a job is being done by national advertising in almost any medium. In most cases these services report how much attention the advertising is getting, rather than its cash register effectiveness—that is, for instance, the radio measurement services in general tell how many persons listened to a program rather than how many listeners went out and bought the product. Integrating this information with sales records is of course necessary to make final judgment on the worth of the activity. Current lists of organizations measuring the audience for newspaper and periodical advertising, radio and television shows, billboards, and car cards, can be found in the classified telephone directories of the major cities under the heading of MARKET RESEARCH & ANALYSIS.

The Worth of Inquiries: Too often a coupon advertisement will pull very well without appreciably affecting the sales curve of the sponsor. This may result from the presence, among those inquiring, of too many merely curious; it may also result from inadequate follow-up on the part of the company's salesmen, dealers, or advertising department. Or it might be, as has often happened, the total cost of processing the inquiries, including the time spent by salesmen making necessary call-backs, was more than the profit on the resulting business justified.

While there is a widely held impression among sales promotion men that one of the best things they can do to back up the salesmen is to figure out a way to provide them with a continuing stream of inquiries, there are sales managers who report that unless each inquiry can first be qualified for real buying interest, this stream-of-inquiries theory can do a sales organization more harm than good. This is especially true when a "needling system" is used to follow up salesmen to make certain they are calling on every inquirer.

When salesmen are given a crutch such as a continuing stream of *unqualified* inquiries, they lean on this instead of their own abilities. When they fail to produce sufficient business to cover their operating costs, they insist the inquiries are to blame. Were they permitted to develop their own leads, the story would be different. At any rate, many advertisers who formerly used free booklets as a device to get inquiries find it more profitable to

put the salesmen on their own, and use the money formerly spent for free booklets, etc., for buyer-acceptance advertising.

One way of weeding out curiosity inquiries is to bury the offer in the advertising copy and omit any coupon. In this way the manufacturer is at least assured that the inquirer has read all of the advertisement and not simply clipped every coupon in the periodical. Most companies which have tried this plan report that it improves the quality of prospects.

There is little agreement as to the value of this procedure; a manufacturer of home building products tried both ways and found no appreciable difference in either quality or quantity of response.

A third method is by replying to an inquiry in such a way that a second inquiry is required, one which will involve a little work on the part of the prospect. A paint company, for example, sends the inquirer a form to be filled out and returned; on the basis of this information an individual recommendation covering the prospect's actual needs can be made.

Companies using this method agree that it tends to separate sheep from goats. To this arrangement, the Klee Waterproofing Corporation added one further refinement by asking on the second form for the name and address of the prospect's dealer. While this is not commonly done, it has several advantages: If the prospect is already on buying terms with one retailer, he will probably go there no matter what the manufacturer suggests; paper work in the home office can be substantially reduced if inquirers who know their dealers can be pulled before further checking; the charge of favoritism in assigning inquiries can be avoided; and, finally, the percentage of inquirers who already know their dealers offers an effective check on the company's distribution pattern and local tie-in advertising.

In many cases the value of inquiries is reduced by the failure to follow up on them. Two recent studies were made in which inquiries were addressed to all advertisers in a particular periodical. In both cases an astonishing number of advertisers made no acknowledgment whatever, and in only a minority of cases was the follow-up system so well worked out that eventually a retail salesman called. This, of course, is a sheer waste of promotional dollars.

To get full benefit from inquiries the routine should include acknowledgment by the manufacturer; a letter to the dealer giving the prospect's name and address; and carbons to the salesman and wholesaler in the territory. Another adaptable idea,

which many companies might use with profit, is that employed by S. Augstein and Company, Incorporated: Inquirers are invited to return a post card if they wish to receive subsequent promotion pieces. In this way the manufacturer can build a substantial mailing list of his ultimate customers.

How to Use Inquiry Analysis: One of the most detailed studies of inquiries ever made was that undertaken some years ago by the Mullins Mfg. Co. (now part of American Radiator). The company analyzed 1 million coupon returns from mass periodicals and came to the following interesting conclusions:

After you have included a certain number of mass magazines on your list, the new audience which you reach by adding another magazine is small indeed.

After you get as many as nine mass circulation magazines on your schedule, you could leave off any one of them and only lose about 5 per cent of your audience.

Editorial content or lack of editorial content to "back up your advertising" does not materially affect our coupon returns.

The audience of one mass magazine (with circulation of 2 million or more) is remarkably similar to that of any other mass magazine.

In view of these conclusions, the company became interested in the sharp differences in magazine rates figured on the basis of cost per page per thousand circulation and of cost per inquiry. A second analysis was then made of 16,000 inquiries by obtaining reports from dealers as to the final outcome of each. The "good" inquiries—persons who bought or were rated by the dealers as good future prospects—formed an average of 72 per cent of those inquiring from advertising in 17 different periodicals. The best periodical produced 82 per cent and the least effective 69 per cent.

Because of these facts, the company now rates periodicals on the basis of equal weighting of cost per good inquiry and of cost per page per thousand, and has made several shifts in its consumer publication advertising schedule.

Store Inventory Checks: Some industries market through channels where the double complication of wholesale inventories and nonexclusive wholesale distribution makes it impossible to quickly get figures back to the manufacturer through the distributive organization on what dealer is selling how much of what, where. In these cases about the only reliable measuring stick is a continuing retail store inventory, which, of course, must be done on a sampling basis.

This can be done directly if the manufacturer makes a point of maintaining close relations with selected retailers. One com-

pany making heavy consumer appliances gets monthly inventory reports by agreeing in return to guarantee prices on the items reported on the inventories, but not on other stock.

Two Useful Checking Services: With offices and trained personnel in more than 20,000 cities and towns, the Western Union Telegraph Company is getting into field checking and market research of all types. The service is tailor-made for each client, even to determining what level of Western Union's personnel will do the most effective job, whether it be messenger boys getting opinions from housewives or department heads checking the purchasing plans of top executives.

Dun & Bradstreet, Inc., with offices in nearly all large cities, also offers a market information service and is prepared to do a sales-checking job for companies doing business nationally. This company employs 2,000 full-time salaried investigators, skilled in securing business information, which it uses to secure facts needed in checking sales and credit operations, and in preparing reports tailor-made to answer particular problems. These reports cover buying habits of particular groups, radio listenership surveys, package preferences, ascertaining dealer opinion on new products, and similar surveys.

Evaluating a Concluded Promotion: Until the last man is out in the ninth, the box score of a ball game is not complete. In the same way, there is much the sales promotion man can learn as a guide to future actions by making a careful post mortem of a campaign after it has been concluded.

At this point it is possible for the first time to make a qualitative analysis of results. If the primary purpose of the promotion was to introduce a product to new customers, sales for the period can be analyzed to find not only what total sales were, but how many new customers were brought in. If the activity was designed to beat competition, competitive sales can now be analyzed along with those of the sponsor to see whether or not he has improved his industry position.

A post-mortem analysis can also be done to evaluate the effectiveness of a promotion in comparison with previous efforts. One company in a seasonal industry tried putting a major promotional push in the slack months. Orders came in, but analysis afterward showed that the same amount of money and energy expended during the peak season brought more orders per dollar. As a result, the company now permits the slack season to remain slack.

Norge PHOTOQUIZ

REFRIGERATORS

"The Perfect Combination"

Print your name here

Question	Answers
1. What was it that drew Mrs. Stuart into the store?	( ) Desire to buy ( ) Self-D-Froster ( ) Price Tag
2. The Self-D-Froster saves money and electricity because ⅛-inch of frost is equal to inches of granite.	( ) 2 ( ) 3 ( ) 5
3. What prevents the defrost water from flowing into the cold pack?	( ) Aluminum Drip Tray ( ) Special gutter ( ) Copper tube
4. What exclusive Norge feature is George demonstrating here?	( ) Meat Tray ( ) Handefroster ( ) Hydravoir
5. How much food storage space has Norge added - - without increasing floor-space formerly occupied by a 6 cubic foot refrigerator?	( ) 20% ( ) 25% ( ) 33-1/3
6. The feature which others have forfeited to gain space and which Norge retains is known as the .	( ) Cold Pack ( ) Horizontal Condenser ( ) Tilta-Bin
7. Frozen foods remain frozen, even during defrost, and do not absorb other food odors or flavors because of Norge's .	( ) Super-Freezer ( ) Closed Freezer ( ) Safety Sealed Freezer
8. Norge ice cube trays do not stick because frost accumulation is prevented by the .	( ) Shucker Tray ( ) Rubber Gasket Seal ( ) Handefroster

"Photo-quiz" developed by Norge Division, Borg-Warner Corporation, to measure the effectiveness of its retail sales training program. The success of this type of quiz depends upon making it easy for the dealer's salesman to answer it and easy for the dealer, or whoever does the checking, to grade it. Dealers were furnished masks with holes punched over the right answers, so that all the checker needed to do was to lay the mask over the sheet and count the number of correct answers. He graded the salesman accordingly.

If the promotion man determines in advance just what information he is going to need for his post mortem, records can be so set up as to make the job of tabulating much simpler. For instance, if a contest is run on a particular product, the salesmen can be given special contest report forms on which they can list sales of the product separately. When the time comes to add up the score it can be done very quickly.

Methods of Evaluation: The method used to figure out how successful a sales promotion has been will, of course, depend on what kind of promotion it was and its purpose. In some cases the results are necessarily a matter of opinion; the evaluation can be done by mail or personal interview. The merits of a catalog, for example, can be checked by asking users for suggestions on how to improve it. The value of a sales visualizer can be checked by taking a vote—an anonymous vote—among company salesmen as to whether they actually used it.

In other types of promotions the success of the activity can be gauged by direct measurement. Norge Division of Borg-Warner Corporation is among the companies which has prepared an extended program of training for dealership personnel. Each unit of the program includes a short written quiz, so that the man conducting the session can tell exactly how successful the activity has been. Similarly, an attempt to get dealers to put up "prototype buildings" of a type sponsored by the manufacturer can be evaluated by reports from the field.

A third group of activities requires comparison of the period under study with either a similar period or a "base line." In these cases the question is not so much how much was sold as how much better did the company do than it would have done without the promotion. In a sales contest in which participants receive credit for all business above quota, the base line has been determined before the promotion began. Other kinds of promotions which involve this problem include coupon deals on established products, extra goods deals for dealers, and direct-mail selling.

Factors to Consider in Evaluation: A west coast manufacturer, who supplies his men with company cars and asks them to install retail display material, found that installations were not approaching the desired level. Study of the problem was useless until an outside consultant, traveling with the men, found that an overwhelming majority of them objected to carrying the displays in the back seats of their 4-door cars, where they were

plainly visible. After consultation with the men, the company agreed to supply business coupes, and the rate of installation rose sharply.

This case is included to illustrate an important point—evaluation of any sales promotional activity must include an awareness of all the factors involved. While it is true that "Nobody throws rocks at success," a good sales promotion man realizes that outside factors may distort his results favorably as well as unfavorably. It would take far less creative imagination, for example, to move expensive radio consoles which include television than to sell the same number of units without this equipment.

The experience of the Ralston Purina Company illustrates how effectively these factors can be isolated and controlled. A special sales research department was set up to study the results of sales effort and sales promotional effectiveness. The researchers found that costs had to be adjusted in different territories depending upon the state of their development; that advertising expense could be allocated to each territory on the basis of expected sales, and balanced by product groups within each territory; and that each product group required a distinctly different pattern of sales promotional expenditures. While all of this is obvious enough, very few companies have gathered the essential facts to make such decisions.

Value of Evaluation: A competent job of pretesting, checking in operation, and adding up the score afterward on a sales promotional activity requires time, effort, and money. At the present time, however, there are few companies which are doing so thorough a job in this field that they are in danger of spending more than the information obtained is worth.

When one company can, on the basis of tests, completely drop an annual expenditure of $100,000 a year for point-of-purchase displays, and another can find, by simply asking, that 96 per cent of its dealers prefer window displays which provide space for articles other than those made by the sponsor; when one company finds that its competitive position is improved by omitting one of the four annual campaigns it has traditionally sponsored; and another finds a method of distributing materials results in 80 per cent waste—and these are all actual cases—it seems obvious that careful evaluation is a good and necessary investment for part of the sales promotion man's time.

Chapter 40

MAIL ORDER SELLING

WHILE selling by mail is as old as the postal service, it did not take its place as an accepted method of distribution until 1872, when A. Montgomery Ward and George R. Thorne scraped together $2,200 and issued a single sheet catalog, advertising a list of dry goods for sale by mail. By 1874, the single 8- by 12-inch sheet had grown into a small 8-page catalog 3 by 5 inches in size; and it continued to grow until it now resembles a big-city telephone directory. At first, Ward's charged 15 cents for each catalog to keep out curiosity seekers, but in 1904 this practice was discontinued.

The mail order idea got another big boost when in 1893 a jeweler, by the name of A. C. Roebuck, joined forces with a young man named Richard W. Sears, who had successfully sold watches by mail while he was a station agent in North Redwood, Minnesota. They formed the firm of Sears, Roebuck & Company, in Minneapolis, for the purpose of selling watches and jewelry by mail.

Later the business was moved to Chicago, and reorganized. In 1909, Mr. Sears retired and others took over the company, which today does a business of many million dollars a year by mail, as well as through catalog and direct selling in stores in selected communities throughout the world.

Mail order selling is generally regarded as the most direct method of distribution and, therefore, the most economical. In fact, the growth of mail order merchandising in the United States is largely due to the widely held idea that because mail order houses employ no salesmen, they can sell their products for less. That, of course, does not always follow, but it is one of the psychological factors in selling by mail which must be considered. But mail order catalogs do establish a standard of prices for many classes of goods, especially in communities where there

are no chain stores to compete with local merchants. Thus, mail order selling tends to keep down the cost of living, by holding down prices consumers pay for what they buy, and in so doing renders a useful public service.

Characteristics of Mail Order Selling: Today almost every business sells by mail. Some companies sell exclusively by mail or through mail order advertisements. Others operate mail sales departments to augment personal selling efforts, and to service customers in territories where potential sales volume is inadequate to profitably travel salesmen. Still others combine mail order selling with the operation of retail chains, finding therein a means of increasing their buying power and spreading executive overhead. It is safe to assume that the higher the cost of selling through personal salesmen climbs, the greater use businessmen will make of the mails to get business.

At first glance, there may seem no difference between mail-order selling and direct mail advertising. However, there is a real and important distinction.

Mail selling attempts not merely to advertise a product, but to actually *sell* it. It is usually, but not always, considered a sales promotion function. Thus correspondence schools, publishers, and others refer to their mail sales department as the "Promotion Department." To sucessfully manage a mail sales department, or any mail order operation, highly specialized skills and more than the usual experience are required. In addition to being a good advertising man, the mail order executive must have the ability to obtain orders by mail (or through advertisements in mail order media) *at a profit.* The difference of a fraction of 1 per cent in the returns from a large mailing, often spells the difference between a profit and a loss on the cost of the mailing.

For example, in selling a $10 book by mail, where the selling cost must not exceed $4, one order from every 100 circulars mailed to a list of book buyers might be satisfactory. Less than one order per 100 pieces mailed would put the list in the red. But if the mailing tested out 1¼ orders for every 100 pieces mailed, the publisher would consider he had "hit the jack pot." The difference between 1 per cent and 1¼ per cent returns on large mailings is usually, but not always, the difference in the experience, skill, and sales ability of the person who planned and prepared the mailing. While there are any number of promotion and advertising men who can write a good sales letter, or prepare a good-looking advertisement, only one in a hundred has the ability to plan and write profitable direct-selling copy.

Book-of-the-Month Club: One of the early mail-order successes was the Book-of-the-Month Club, an outgrowth of the Little Leather Library, which was launched after World War I. Originally, the plan was to sell the little books through drug stores and for use as premiums. But it was not much of a success. Finally the owners, Max Sackheim and Harry Scherman, decided to experiment with selling the little books direct by mail. The first advertisement, written by Sackheim, appeared in the *Pathfinder*, and offered "30 of the world's great classics for $2.98. Send no money. Pay the postman when he delivers." During the period of 1920 to 1924 this technique, used in both publication ads and in direct mail, sold 40 million books. The almost finished Little Leather Library became a gold mine for the owners.

In the course of promoting the Little Leather Library, it occurred to Sackheim and Scherman they should sell culture in small doses, rather than just a package of books. The idea of reading a classic a week was tried without success. Then the idea of a book club for the selection of popular current books was born and 4,000 members were enrolled the first month. It turned out to be one of the most profitable mail order ventures ever undertaken.

Max Sackheim's flair for writing result-getting copy was in large measure the secret of his success. He felt that much advertising is wasteful . . . that too much emphasis was placed on the layout and art. He insisted that the layout should merely be the vehicle for the message and not the end in itself.

His credo: That mail order principles should be incorporated in every advertisement—that every device should be used to secure action immediately after reading the copy (rather than to permit human inertia to set in by restricting "clincher" statements to phrases like "go to your dealer"). He believed that if the product cannot be sold by mail, then offers of booklets, samples, premiums, box tops, etc., should be incorporated to produce immediate action. The purpose of an ad should be to make customers instead of only impressions.

In one split-run test it was found that dealers got only 10 per cent of the business created by the ad, as against 90 per cent of mail orders. In another test a department store sold nearly 10 times the units by mail as against counter sales. A coupon was used, and the item sold for a dollar. Many products are not *important* enough to an individual to induce him to rush to a store, but *are* important enough to produce an order by mail.

Sackheim was not sympathetic with big space ads for products that need *reminder* advertising instead of powerhouse sales arguments. He believed in the repetitive effect of small space advertising. It is advertising you can't escape. It's here, there, everywhere. It's done *not* with size, splash, color, and argument, but with an interrupting idea that repeats and repeats itself in many insistent little ways. Even irritating advertising, if repeated often enough, gets in people's way—and despite their irritation, people buy. The basis of his copy was "think in terms of words that *sell,* for in the final analysis, advertising is selling."

1. Concentrate on the consumer. In the end you must sell him, no matter what method you use. In the beginning you must know him.
2. Know your product.
3. Find the "symptom" or "symptoms" that your product is qualified to cure. It may be a mental, physical, or financial "symptom" but your product must have an "excuse for existence."
4. Be exciting in your writing.
5. Advertising is essentially NEWS. It should inform, enlighten, instruct, or promise a reward. The news may take many forms. It may be price, it may be a new slant on quality, or both. It may be a new use for an old product. It may be a new twist to an old use of an old product. It may be startling language applied to a prosaic product. But always news.

Hormel's Mail Order Activity: Some companies, while not making a practice of selling by mail direct to consumers, put out specialties for Christmas gift sale and go after corporations and other buyers of such products. Hormel & Company, for example, puts up carefully selected, uniform-weight hams in attractive wrappings and solicits quantity orders from companies which give gifts of that sort to customers and employees at Christmas. An apple grower in Michigan, who sells most of his crop through the usual channels of distribution, has built up a nice holiday mail order business. He features cartons of Jonathan apples. Cheese manufacturers also take advantage of the Christmas gift market to put on mail order campaigns. In selling products for Christmas gift distribution, it is usually the custom to quote delivered prices, with a sliding scale of prices so that the more a customer buys the larger his discount will be. Orders are secured from (1) lists of known buyers of Christmas gifts, (2) from small ads in Christmas shopping sections of mail order publications, (3) from ads in magazines reaching business executives, and (4) from spot radio and TV commercials.

Starting a Mail Order Department: A growing number of manufacturers, and to a lesser extent wholesalers and retailers,

have established mail order departments to reduce selling costs in fringe territories, and to hold down selling costs in territories where high travel costs make it impractical to maintain frequent contact with all customers.

Many others would like to add a mail order department to their distribution pattern but have hesitated because of certain problems involved. Not the least of these is the problem of double selling costs, when the salesman must receive full credit on all orders arising in his territory. The problem exists, no matter how the salesman is compensated, but becomes especially acute when the salesman is working on a straight commission or a bonus on sales over quota.

One company solved the problem by rearranging territories. Instead of assigning territories on a county unit basis, territories were assigned by routes. Each route consisted of accounts located in communities on hard roads, or easily accessible by bus or train. Each town on the route was given a number, prefixed with the salesman's route number. It was his job to cover his route periodically, calling on all active accounts, with a quota of new business which the management expected him to secure each year. He was paid a bonus on the new business over quota. All accounts off the "beaten path" (i.e., the established routes) were assigned to the mail order department. Salesmen received no commission on orders received from customers by mail, unless the customers were located in communities on his route. In that case he received full credit. While the salesmen, as might be expected, opposed the idea at first, it was not long before they were making more money under the new arrangement as a result of the bonus on new business, which they did not receive under the straight salary plan previously in effect.

One well-known company financed its mail order department by increasing the compensation slightly on business sold directly by salesmen and reducing it on orders which came in by mail. It was explained to the salesmen they profited from the extra benefit they received from having their customers, who otherwise might give their business to a competitor, worked systematically by mail. Certainly mail order support makes it much easier for a salesman operating on the county unit plan to open up new accounts in out-of-the-way places. It is an axiom of sales management that a salesman can usually make more money, and do a better all-around territory-building job, if he can concentrate his effort on customers having the greatest potential.

But the national market is so large that even though a manufacturer credits his salesmen with all orders received by mail from his territory, the extra profit resulting from the increased volume thus obtained will usually more than carry the department and greatly broaden the base of a company's distribution. While initial operations of the department, in such cases, may not be very profitable, eventually, once a pattern is established and new salesmen join the organization, selling costs can be brought into line. Properly managed, the mail sales department can become increasingly important to the profits of the business. At any rate, the extra volume thus obtained permits spreading fixed expenses and enables a business to get considerable benefit from its ability to buy in larger quantities.

Duties of Manufacturer's Mail Order Department: An analysis of the failures in operating mail sales departments, to supplement personal sales efforts, shows the principal reasons are: (1) Inexperienced or incapable management; (2) failure of top management to give the mail order department its full support, especially during the initial year of operation. It is only natural that a management which has built the business by following some one method of distribution, will look with suspicion on any new method, especially a method which the sales organization may regard as competitive. This is especially true if the mail order department, as in the case of a wholesale house, seems to be in competition with established retail accounts. It is, therefore, important at the outset to set the operation up in such a way that it will actually help salesmen or dealers to do a better job. Since this value can be demonstrated, it need not be an impossible hurdle to get over.

Regardless of whether the mail selling operation is at the manufacturing or retailing level, it is generally best that the head of the department should report directly to top management, rather than to a sales officer who might not feel too kindly toward selling by mail.

The mail sales manager should be a trained mail order man, and not somebody picked at random from the office or sales staff to establish the department. Neither should he be an advertising man, nor should the job be given to the advertising manager along with his other duties. However, the advertising department can be used to good advantage in preparing the catalog, price lists, and promotional materials used in the operation. But the actual management should be the responsibility of a man who has demonstrated ability as a mail order merchandiser, and who

is wholly "sold" on the opportunity the new department has to build a large volume of sales at a satisfactory cost. He should be skilled in mail order methods, not only of selling but of handling orders with the least clerical assistance. He will thus be in a position to install systems for expediting the business done by mail which might be very different from those presently in use.

Cost of Selling by Mail: In spite of the widespread opinion that it costs less to sell by mail than through established channels of trade, or direct through house-to-house salesmen, by and large it costs about the same when all factors, including the higher overhead, are considered. Because of the different methods used in computing costs by mail order houses and companies which sell through salesmen, comparisons are unreliable. A great deal depends upon the type of product, the price and, perhaps most important of all, upon the lists available. Obviously, the cost of selling any given product by mail to established customers will be a great deal less than the cost of selling to "cold" lists or even to lists of persons who have purchased similar products by mail from other companies. It costs much more to sell a luxury by mail than it does a staple. In the case of products where the demand or want must be created, as compared with a product like shoes for which a demand exists, the cost is about double. Catalog houses, selling a variety of merchandise to consumers who have previously ordered from the company by mail, report selling costs ranging from 10 to 12 per cent for fashions and jewelry, down to 3½ per cent for automobile tires. The average

JUST WHAT YOUR KITCHEN NEEDS!

ATTRACTIVE HAND PAINTED
WAX PAPER HOLDER

No more searching on shelves or in cabinets for wax paper. Always handy in this new metal holder. Attractive and sanitary. Holds any standard wax paper roll and has a cutting edge. White enamel with attractive hand painted "County Fair" design. Easy to install. Order several extra ones for useful inexpensive gifts. Send for FREE Catalog of "County Fair" Kitchen Accessories.

$1.50 each postpaid. Money back if not delighted. Sorry, No C.O.D.'s. Send check or money order to
GREEN GABLE GIFTS, Dept. 164, 394 Lenox Ave., New York 27, N.Y.

Small ads like this skillfully used in shopping sections of class publications are amazingly productive, cost considered.

selling cost of wearing apparel is about 8 per cent. These figures include the actual cost of catalog preparation, printing, postage, and addressing. They do not include administration, shipping, or other expenses which accountants usually include when computing sales costs.

In selling magazine subscriptions by mail the cost of securing new subscriptions usually runs about 100 per cent. About one-half the subscriptions usually renew at a cost of about 15 per cent. Over a 3-year period then, the sales cost of maintaining a list of subscribers to a well-edited magazine is about 60 per cent.

Mail Order Lists: It is possible to purchase, or rent, lists of persons who have bought products similar to those you wish to sell, by mail. One list broker in New York advertises lists of 2 million mail order buyers at an average cost of $15 a thousand names. Usually the lists are rented from the broker who divides the rental with the owner of the list, usually another mail order company. In some instances, the lists are furnished on strips of gummed paper, perforated so that they can be easily torn apart and pasted directly onto the envelope or mailing piece. Mail order merchandisers, who have built up sizable lists, can usually exchange mailings with other mail order companies. In this case the material to be mailed, already stuffed into penny-saver envelopes for mailing, is shipped to the list owner. He runs the envelopes through his addressing machine, mails them at his local post office, and reimburses the customer for returned mail. The orders secured from lists of known mail order buyers usually produce enough additional orders over "cold" lists to more than justify the cost.

WRITING MAIL ORDER COPY

The purpose of an advertisement or a letter in mail order selling is *to get the order now.* Direct mailers are not especially concerned with making a good impression, creating consumer acceptance, or even building good will for the company. These are all valuable by-products of a successful mail order effort, but as one mail order man expressed it: "They are not negotiable down at the bank." When the unit of sale is large, as in the case of selling knock down boats by mail, the first need is to get an inquiry. But most of the things which are sold by mail are sold cash with order or cash on delivery. Firm orders are all that count. Consequently, copy used in mail selling, from the approach to the close, is slanted to get action. And, since the mail order field is highly competitive, not alone with other companies selling by mail but with local merchants as well, writing copy that gets an order is not easy.

How One Word Lost a Sale for Ward's: Richard Hodgson, whose new book, *Direct Mail and Mail Order Handbook* (Dart-

nell) is based on many years of mail advertising and selling, tells of an Illinois farmer who made up his mind to buy a cream separator. Unable to make a decision from Ward's or Sears' catalogs, he got into his car and called on his neighbors. Those owning Sears' separators acknowledged they were good; those using Ward's were just as sure Ward's were the best. So he returned home more confused than ever. His wife pointed out that the copy in Sears' catalog read: "Guaranteed 225 pounds" and Ward's just read "190 pounds." Sears got the order. As a matter of fact, the lighter weight was an advantage but the Ward copywriter had failed to emphasize the fact. Because mail order copy sells "sight unseen" and depends upon words to fill out the picture and answer the many questions in a buyer's mind, it is most important that the copy cover *every* selling point. Dimensions, weights, speeds and details which seem unimportant to the copy writer, who thinks in general terms, may make or break the sale. The average mail order buyer spends hours considering a purchase before he puts his John Henry at the bottom of the order blank and mails his money order to you. Leaving a single doubt in his mind may cause him to lay the catalog or publication aside and postpone buying, perhaps for good.

Mail Order Buying Motives: People who buy by mail are the same people who buy from salesmen. They buy for the same reasons. They respond to the same appeals. They act only when they are made to want the product or service, more than they want the money it costs. Take, for example, the problem involved in writing an advertisement (or a letter) to sell a $35 dress. An advertising man, used to preparing ads to create consumer acceptance only, would probably come up with a short, snappy ad which would read about like this:

> "What woman would not be delighted to appear in this beautiful velvet gown—price $35?"

From a mail order standpoint the copy writer would have missed several points needed to close the sale. He said nothing about style, the use, the comparative value, the kind of velvet, its wearing qualities, the trimmings, whether suitable for misses or women, the colors, sizes, approximate length, and perhaps sweep. To really qualify as selling copy, of the bread and butter sort, the ad should run something like this:

> "What woman would not be delighted to appear in this last minute model of rich-looking silk chiffon velvet, smartly finished with new slashed sleeves of good quality silk satin? Just the thing for afternoon or informal party wear. The material will give you excellent wear and the price quoted repre-

sents unusual value. Length: 40 to 44 inches, according to size. Women's sizes 34 to 44. Colors: Navy blue, black, red, and dark brown. Special gown—price $35."

The secret of writing good mail order copy, like writing any other kind of advertising, is to put yourself in the shoes of the person you are selling. In all probability he is not especially interested in what you want him to buy or do. Like the farmer who wouldn't buy a book on farming because he wasn't farming as good as he knew how anyway, most people must be made to want a thing before they will even take the time to read your ad or letter. Their attitude is very much "Ho hum." They have so many places to put their money, why should they buy something else? So they ask: "Will it save enough to warrant spending the money?" "Will it make my work easier?" "Will it add to my prestige or standing among my friends and neighbors?" "Will it open new opportunities for my children?" "Will it help me to get ahead in my business or profession?" "Will it give me more old age security?"

These buying motives and the approach to them, while many in number, follow a defined pattern, which is as follows:

SECURITY—Appeal to buyer's desire for protection against adversity, loss of position, poverty, etc., by representing what you are selling as insurance against whatever it is he fears.

PROFIT OR GAIN—Show buyer that he is paying for what you offer in profit he is losing because he does not now have it. Since he is paying for it anyway why not get the benefit and satisfaction that goes with having it.

PRIDE—One of the strongest of human desires is the desire to be important. Tactfully impress upon the buyer that ownership of what you are selling carries with it the prestige of leadership.

COMFORT—People want to go places sitting down. Emphasize the leisure a buyer will have if the drudgery is taken out of his or her work. Stress the satisfaction that comes from doing things the easy and modern way.

VANITY—This involves the self-satisfaction one derives from possessing something very fine even though it may cost more. Appeal to every man's desire to be a "big shot" in the eyes of those whose opinions he values.

LOVE—Appeal to the finer instincts in men and women which cause them to make almost any sacrifice for those they love—especially their children. Play up the needs of those they love.

CURIOSITY—Most people have a large bump of curiosity. They will often buy a thing just to satisfy their curiosity, if in doing so they think they may find an answer to some problem of the moment.

Until you really know and understand the motives which cause people to buy your product you are not likely to write good selling copy. You have to know the "live nerve" to touch. And until you touch it you have not even reached first base. To find

out why people will buy, find out why those you have already sold *bought.*

The "So What" Hurdle: Just as you cannot score in a ball game until you get to first base, you cannot profitably sell by mail until you first arouse favorable attention and interest. Most people, and especially farmers, are hard-boiled when it comes to parting with their money. They may be interested, but inwardly say to themselves: "So what?" To get to second base therefore, and to make sure you are not put out at first, your ad or letter, as the case may be, needs to create in the mind of the reader a strong desire to possess what you are selling. So your copy paints a word picture, with the prospect up in front enjoying or benefiting from having your product. If you are selling life insurance, you will picture the satisfaction which goes with knowing your loved ones are protected in case you should get hit by a truck tonight. If it is steaks, you make the reader drool over the pleasant prospect of eating such delicious steaks. As Elmer Wheeler put it: "Sell the sizzle and not the steak."

People seldom want things for what they are, they want them for what they will do. Picture them enjoying the fun, the pleasure, the comfort, or whatever it may be, that comes from ownership.

But a man may want your product very much, and still not buy because he has no confidence that the firm who is asking him to buy will give him a square deal. He does not know for sure that what he has read in the letter or advertisement is true. He may never have had any dealings with the firm, maybe they are just city slickers or racketeers. Is it safe to send money with his order? Suppose he is not satisfied, will he get his money back? Will he get it back without a lawyer or a lot of letters? Will the merchandise be as represented? These are just a few of the doubts in his mind. So to get to third base in our mail order ball game it is necessary to establish confidence.

The big mail order houses do this by guaranteeing complete satisfaction or money cheerfully and promptly refunded. Some mail order men even go further—they offer "double your money back" if not satisfied. If it is not practical to make unqualified guarantees (and "hedged" guarantees are worse than no guarantee at all, since they only arouse suspicion) then use the testimony of satisfied customers. Let them speak for you. But let them speak in an interesting way, so that what they say will register in the reader's mind and not be buried among a mass of testimonial statements. And be careful not to overdo proof.

Too much back patting can slow down and, perhaps, kill the sale. It is the old story of boasting too loudly.

Getting Action: You have the reader's *favorable* interest, you have made him really want what you are selling, you have erased from his mind any doubt he may have about your treatment of him. You are on third base. To "come home" and score, one more thing is necessary, *getting him to act.* Some mail order men con-

THIS IS A
Remington Rand
TABULATING CARD

INVESTIGATE
Punched Card Accounting
the mechanized way to
greater profits

300

PLEASE DETACH STUB BEFORE MAILING

190

Gentlemen:
We'd like to see how your systems for effective Production Control might be profitably applied in our organization. Please send us, without cost or obligation, the booklets checked below.

☐ Kardex Visible Records ☐ Sched-U-Graph ☐ Punched-Cards

NAME ______

COMPANY ______

ADDRESS ______

CITY ______ ZONE ______ STATE ______

SPRD 43 10DM Printed in U S A

Reply cards, with holes punched in them for each different list used, enable an advertiser to "tally" returns easily.

tend, with reason, that if a person really wants a thing hard enough, he will buy without using "closing strategy." They hold people resent being pressured into buying, and that corny last lines which urge them to take time by the forelock and send back the coupon *now,* are outdated. This is sometimes true. But that is like saying a salesman will get just as much business if he bows out before asking for the order as he will if he stays a minute longer and gives his prospect a valid reason for placing the order now. Thousands of dollars' worth of business is lost every year by companies whose salesmen don't think it is necessary to *ask for the order.* If you want maximum returns at a minimum cost, not only ask for the order but give your prospect a logical reason for acting while the matter is fresh in his mind.

Providing a logical reason for immediate action sometimes requires special planning. Thus, in selling a set of books by mail, one publisher found it worth while to offer a special cross index to the books if the order was received by a certain date. Other publishers offer a slightly reduced price if the order with check attached is received before publication date. Old bromides—like

the supply is limited, therefore the reader should send back the coupon today to make sure that he will not be disappointed—are discredited. They do more harm than good. They give the copy a flavor of insincerity which can undo everything that the copy has done before to make the sale.

The Agency to Handle Mail Order Sales: Preparing advertising copy for mail order publications is one of the most difficult jobs in advertising and calls for entirely different skills than are needed for preparing institutional and mass acceptance advertising. For that reason it is the usual practice to employ advertising counsel, experienced and skilled in planning and preparing direct selling copy, to handle any appropriation that is made to establish a mail sales operation.

Mail order copy writers and agency principals, by costly trial and error, are better able to tell in advance whether a certain appeal or a given piece of copy will pull, and which media should be most profitable to use. Because they understand the importance of 1/10 of 1 per cent in the returns from an advertisement, mail order agencies are more inclined to make the necessary tests to evaluate the profitableness of an advertisement, and not "guess" that it will pull.

They understand the use of setting up a mail order "deal," of free trials, premium packages, keys, codes, and all the other devices which are so important in getting orders by mail. For example, one agency specializing in mail order advertising has developed 18 different methods of keying advertisements.

Scientific mail order advertising requires that the worth of an advertisement be measured by the cost per dollar of sale rather than the cost per inquiry. A further point, agencies specializing in mail order work are not as apt to spend unnecessary money on art work, "atmospheric" illustrations, and other advertising devices which make the ad look pretty, and help to "sell" it to the advertiser, but which actually do not produce enough extra sales volume to pay. Mail order men usually rate the layout as second in importance and hold the copy is most important. General advertising men, intent upon creating an impression rather than getting an order, place more importance on the layout.

Competition with Institutional Advertising: Companies which operate a mail sales department, in addition to selling through established dealers, hesitate to run direct selling copy for fear some dealers might object. The very fact that a supplier is actively soliciting orders by mail causes dealers to think they are

losing business and they make an issue out of it the next time the salesman from the house calls. In some instances, it might be unwise to use mail order selling copy, even in mail order media which circulates outside of large cities where a company usually concentrates dealer sales efforts. But most companies, notably publishers, which sell through personal salesmen, dealers, and by mail, testify that while there are complaints, the net result to both the distributor and the company is favorable.

On this score, John Shrager, who has successfully handled a number of mail order accounts where the advertiser sold both ways, stated: "We answer such objections from distributors by explaining that without the mail order advertising to help pay for the cost of the ad, the product so advertised can seldom be fully exploited. Mail order advertising will not take away from the business of the distributors. The loss of a few "disgruntled" clients here and there will never compensate the advertiser as much as high-powered mail-order-type copy.

"Many of our advertisers contend that the distributors play only a passive part in the distribution of their products. We have sufficient proof by research organizations of decided benefits to distributors when mail order was used as the sole type of advertising for the promotion of the product. Where would the book industry and its distributors—the book stores—be if it were not for the millions of dollars invested in the last 20 years in mail order advertising by the book clubs? The mail order book club operations have in just 20 short years radically increased the reading habits of the nation, making many more customers for books than ever existed before."

But the objection some dealers have to a supplier selling by mail, in seeming competition to them, can be overcome by skillful copy writing. Somewhere in the ad it should be stated that the product or service may be purchased at most of the best stores, but if it is not so available, it will be sent directly at no additional cost, if the reader will fill out and return the coupon.

LETTERS THAT SELL BY MAIL

The fundamentals of writing any sales promotional letter (see Chapter 7—"Sales Promotion Letters") apply to writing letters intended to get orders. But the letters most effective in direct mail selling are those having a stronger appeal to the recipient's self-interest, and are long enough to do a complete selling job. They are usually produced more economically, with less attention

to making a good impression. In fact some of the most profitable mail order letters have been duplicated on the cheapest sulphite bond, using both sides of the sheet, and enclosed in hand-addressed manila envelopes. In mail selling the message is all-important; the dress of the letter and the enclosures serve only as a vehicle for the message.

The Tone of the Letter: Mail order buyers are usually price-minded. They buy by mail because they think by so doing, they either save money or get products which they could not buy in local stores. Some buy because it is more convenient to buy by mail. But most small-town people buy on price. So it is important that your letters should be slanted in that direction, and sufficiently interesting to hold attention through the full length of the letter. And keeping in mind that mail order buyers are usually "folksy" people who just don't like "city slickers," the letter should not be imperative or in the least way "high brow." The best mail order letters are those like Bill Galloway used to write to his "folks"—kindly, friendly, chatty, with plenty of punch, but humble. To Bill Galloway the customer was king. It is not hard to give the customer the idea you think he is important, if you use tact.

A good example of a tactful person is Benjamin Franklin, who achieved a reputation at the French Court, and was able to accomplish many difficult feats of diplomatic salesmanship.

In his autobiography Franklin has this to say about humility in human relations: "I cannot boast of much success in acquiring the *reality* of this virtue, but I had a good deal in regard to the *appearance* of it. I made it a rule to forbear all direct contradiction to the sentiments of others, and all positive assertions of my own. I even forbade myself the use of every word or expression in the language that imported a fixed opinion, such as *certainly, undoubtedly,* etc. I adopted instead of them, I *conceive,* I *apprehend,* or I *imagine* a thing to be so and so, or it *so appears to me at the present.*

"When another asserted something that I thought an error, I denied myself the pleasure of contradicting him abruptly and of showing some absurdity in his proposition; and in answering I began by observing that in certain cases or circumstances his opinion would be right, but in the present case there *appeared* or *seemed* to be some difference.

"And to this habit I think it principally owing that I had early so much weight with my fellow-citizens when I proposed new institutions, and so much influence in public councils when

I became a member; for I was but a bad speaker, never eloquent, subject to much hesitation in the choice of words, hardly correct in my language, and yet I generally carried my points."

To bring Franklin's philosophy home let us take a letter which came in just the other day. It was sent out to a list of dealers by a big Baltimore tailoring house. It started out: "Are you afraid that we will convince you against your will? At any rate don't answer our letters!"

How much more effective this opening would have been had it offered a suggestion which is nonchallenging, as for example: "May I offer a suggestion which could very easily add $5,000 to your profits this year?"

The more personal—the more "me and you"—a mail selling letter is, the better. People like to do business with people and not with those vague things we call "corporations." "I" is a stronger pronoun than "we," although for legal reasons it is sometimes necessary to use "we" when committing a corporation or a firm. Too many "we's" in a letter make it sound formal and stuffy. Write as you talk, and don't try to impress the person to whom you are writing with your command of English, your importance, or your education. None of these things add up to a reason for buying.

Use of Eye Catchers: More important than is generally realized by those who write letters to sell, is the need of something which will "stop" the casual reader when he first opens the letter. Here are a few suggestions from Howard Dana Shaw, a letter specialist who believes that any letter which does not catch the eye before the recipient gets to the opening paragraph, has two strikes against it:

> . . . A sub-headline or two on the page. These can be centered, or even with the left edge of the text, or extending beyond the left edge into the margin.
>
> . . . A paragraph in a different color, or typed in a narrower width *(indented both sides)*.
>
> . . . Words or phrases can be underscored or typed in all capitals *(but don't overdo it)*. . . . An occasional sentence or short paragraph can be all capitals.
>
> . . . And remember to use a regular paragraph indent *(don't use the "modern" block style)* because the rectangles of space are eye hooks.
>
> Another method that always proves to be effective when letters are tested is the use of imitation handwritten notations and marks. The letter will appear to have been doctored up by a pen in your hand, but it will still be processed in quantity.

For example, you can underscore or ring a word or phrase, you can draw a bracket or arrow to emphasize a point, you can write a few words in the margin or add a postscript.

To do this, you make the words or marks with black ink on tracing paper or glazed onion skin. The printer or offset shop will then photograph them so they will "register in" with the rest of the letter, and you should ask him to print in blue ink.

But just catching the eye is not enough to get the kind of favorable interest you must have to make a sale by mail. After you have the man's interest you must come to the point quickly, and the point is, so far as the customer is concerned: "What does this guy want now?" So, tell him the point of your letter--"what you are driving at"—and tell him as soon as you can. Particularly, tell him what you want him to do, or not to do.

How Long Should the Letter Be? Somebody once asked Abraham Lincoln how long a man's legs should be. He answered: "Long enough to reach from his waist to the ground." This also applies to mail order letters. Make your letters long enough to do a complete selling job—no longer and no shorter. Most people will read long letters, as well as they read short letters, if the letters are made interesting. An exception to this rule might be letters undertaking to sell something to executives. People who are busy and who receive a lot of mail will not, as a rule, take time to read a letter more than two pages long. They may read at it. But usually they are in a hurry and want to get on with what they, at least, consider to be more important matters. This, of course, is not true in writing to farmers and others who do not receive much mail, and who regard even a form letter as a personal invitation to buy. Generally speaking, long letters pull better than short ones if an actual selling job is to be done, provided always that they *hold* interest.

MAIL ORDER TESTING

Mail order operators, while depending mainly upon direct mail for profits, usually supplement mail promotions with the use of mail order media. Even though the volume of business resulting from the use of mail order media may not be large, and sales may be somewhat more costly, the large circulation of such media gives the advertiser broad coverage at a very low rate per thousand circulation.

One mail order company spent $2,000 to test what appeared to be an excellent mailing list without getting a single order.

The firm decided to make another try in a well-known magazine whose circulation was concentrated in small towns. With an investment of $70 for a small test ad, 140 orders were secured. After that experience the firm concentrated the bulk of its sales promotion in small-town media. Small ads in mail order media produce good names for the mailing list and build a certain amount of reader acceptance for any direct mail the reader subsequently receives from the advertiser. This is an important, but all too often overlooked, factor in the successful use of direct mail. The recipient of a direct mail piece, who knows the company through having seen its ads in publications is more likely to respond than one who never heard of the company before.

The usual practice in testing media is to prepare a series of three small ads, just large enough to include the essential information about the product or service, and run each ad in consecutive issues of a small list of media. Each ad, of course, is keyed so that all orders and inquiries received can be properly credited to the proper publication. By computing the cost per order, or inquiry, after a period of 90 days, each medium used in the test can be evaluated with some accuracy. Larger ads can then be scheduled in profitable publications, and unprofitable publications can be dropped or tested further with a different copy appeal.

Testing Mailing Lists: At a meeting of the Hundred Million Club, composed of companies doing large direct mailings to secure orders by mail, the various members described their experiences in conducting test mailings. It was interesting to note that tests, by conventional standards, are not at all conclusive and cannot be relied upon for long periods. Kiplinger's representative, for example, testified that poor mailing months one year turned into good months another year. Likewise his experience with copy, postage, lists, etc., convinced him of the need of constantly checking and rechecking every factor that might affect the results of a large mailing.

To be of value tests should be made quickly and acted upon quickly. A few months' lapse between the conclusion of a test and the beginning of the main mailing can be sufficient to change the results completely. Many tests are of questionable value because they are made on the first 1,000 to 10,000 names on a list. If the list is geographically filed, this means the names used will be from Alabama, Alaska, Arkansas, etc. Would those be typical? Tests should represent a 2 per cent sampling to typical names. The best practice is to test every tenth or one hundredth name

(depending upon the size of list) or to test all names in a typical state. Ohio and New Jersey are considered good test states. Another way is to use a certain number of "front" names in each state. If the list is arranged alphabetically, this matter of picking names is not so important. Any group of names within the list would be fairly typical provided the "sampling" is adequate.

Testing Letters or Advertisements: It is dangerous to go ahead with any program just because satisfactory returns are indicated by a single test. Not only should the mailing lists or media be carefully tested to determine which are the most profitable, but several letters or ads should be tested to sections of the same list (or the same media if time permits).

For example, if 6,000 names are being tested to evaluate a 100,000 mailing list, the recommended procedure is to prepare three letters using three different "schemes" and mail each letter to 2,000 of the test names. Do the same on several test lists. Carefully key and record all returns, so that an analysis can be made to determine (1) which letters or ads pull the best, (2) which media or lists produce the best. Then eliminate the least productive to ensure maximum results from the campaign.

Some mail order men test headings on ads or letters, too. They try out the same copy with different headings, on the theory that the headings are the most important factor in getting mail order letters or ads read. A correspondence school, for example, constantly tested ad captions in the hope of developing one which had more pulling power. This search went on for 10 years. But the school never was able to find a caption for its small display ads which pulled better than the one originally used which was "I Will Make You Prosperous." It carried a fingernail picture of the head of the outfit who was a venerable, though bald-headed, gentleman. People instinctively felt he was sincere.

The best months for mailings to farmers are after the crops are in and the farmer has received his money for his crops. In the Middle West and East this would be September and October. In the South it might be May after cotton is ginned. For most mail order solicitations June is usually the poorest month. For holiday items November is the best month to mail. Many people avoid mailing in July and August on the theory "everyone is away on his vacation." While this may be partly true, it is also true that during those months business firms and individuals receive less mail, and consequently there is less competition for the recipients' business. The only way to be sure when mailings are

most profitable is to make annual tests. Here are some results of recent tests for your guidance:

Are letters better than circulars? Most tests indicate that the returns from a carefully written, Multigraphed letter are better than the returns from printed circulars. However, best results are usually obtained when both the letter and a circular are used together, with a return card. One test to one-third of a 3,000 mailing produced 3 orders using a circular and a card, 11 orders from the letter and a card, and 14 orders from a letter, circular, and card.

Testing experience likewise indicates relatively poor returns from flamboyant broadsides, even though they may be spectacular. The highest percentage of returns are from individually typewritten letters, with a change in the body of the letter to tie in with the prospective buyer's problems. The more personal a letter looks, the more orders it will pull.

Do filled-in letters pay? Not unless the fill-in is made to do double duty as an address or as the signature on a return card. Tests show that there is no great difference in the returns from a poorly matched filled-in letter, and the same letter with a caption which arrests attention and gets the letter into the hands of the right person.

In working business firms, where it is important to get the letter to the desk of a known executive, the one line filled-in letter, written on note size (7 by 10) stationery is just as effective and less costly to type. Some companies report good results from Addressograph fill-ins using a red ribbon and making no effort at all to try to "trick" the recipient. Similarly, a one line longhand fill-in pulls well, provided the person doing the fill-in writes a good Spencerian hand. Still another variation of the fill-in is a jumbo tvped salutation. Such fill-ins are usually vivid green or red to arrest attention. They are natural stoppers.

First-class or third-class postage? Tests vary greatly according to the type of list, the need of getting the letter to the desk of the recipient and thus by-passing the clerk who opens and sorts incoming mail. If the unit of sale is large, and the prospect is used to receiving a lot of third-class mail, first-class with stamps affixed (especially commemorative issues) often pays in spite of the higher rate of postage.

On the other hand when runs are large, and the product is not high priced or is something everyone who receives the letter uses, and the list is composed of farmers or others who do not receive a lot of mail, dollar returns from third-class mailings will be better (postage savings considered) than first-class.

Careful tests indicate that best all-round results are obtained at the lowest cost, by using imprinted indicia (metered mail) and penny-saver envelopes. Some publishers, for example McGraw-Hill, have found they get almost as good returns from third-class mailing with penny-saver envelopes as they do from first-class mailings.

Hand-addressed versus typed envelopes. So far as third-class mailings are concerned, returns seem to be equally good regardless of whether the envelope is addressed in longhand or typewritten. Excepting in the case of facsimile longhand letters, letters to go out first class should be typewritten. The publishers of *Time* magazine state: "We prefer typing or stencil, if code numbers can be eliminated. Labels are objectionable. They usually represent cheap lists, are frequently blurred, and have a tendency to be affixed in a sloppy manner. Good handwriting seems to be a lost art. If stencils are used they must be good."

Does the second color on return cards pay? Usually not. Numerous tests made by mail order houses indicate that the extra cost of a second color is not justified by an offsetting increase in sales. There is a theory that an increasing number of persons who receive direct mail acquire the habit of reading the return cards first, since in that way they find out most quickly what the sender of the letter wants them to do. This hurts returns. It deprives the sender of the letter of an opportunity to create a want for what he is selling. Hence direct mailers reason, the less attention-attracting qualities given to return cards the better.

Second color on circulars and enclosures. On the other hand, tests to determine whether it pays to use a second color on promotional literature to accompany sales letters show in favor of the use of red or orange in addition to black. However, color must be used to "punch" important sales points, and not just to ornament a piece of printed matter. Inexperienced mail order men often make the mistake of using too much color, thus losing emphasis.

Second color in form letters. Judicious use of the second color in Multigraphed or processed letters is usually profitable and according to numerous tests, especially in selling books by mail, increased returns from 10 to 20 per cent. Use of the second color in sales letters should be restricted to paragraphs containing the offer, or sentences to get favorable attention for the letter. Such paragraphs are usually indented, or set off, in some way. The psychological effect of a red paragraph is to give it added weight and make sure it will be read.

Air-mail reply cards and envelopes. Tests indicate that the use of the red, white and blue air-mail markings on return envelopes and cards pays only when there is a real need for prompt action, as in the case of a special offer which expires on a certain date.

If there is no need for a prompt response, the use of air-mail return cards might suggest high-pressure selling and, of course, there is the extra cost of postage on the returned mail. Air mail return cards look pretty, and add a measure of importance to the offer, but numerous tests do not show the increased returns justify the increased cost.

Adhesive stamps against metered postage. Hundreds of tests show that there is practically no difference in the results when metered indicia or adhesive stamps are used on first- or third-class mail. Most advertising men insist that this is not the case, but tests have proved otherwise. So many large companies now use metering machines for dividend checks, personal communications, and other purposes that even farmers, who scan mail closely, are so used to metered indicia on letters that they give it the same consideration. An exception might be newly issued commemorative stamps which have an appeal to stamp-minded persons.

What kind of order forms are best? That depends upon how important it is to have a formal order. In the solicitation of commitments from responsible businessmen, where the mailing is highly personalized and it may not be desirable to give it a "circular" appearance by enclosing supplementary printed matter (other than a Multigraphed second sheet) best returns are secured when the recipient is asked merely to initial and return the letter. Make it easy for him to say "okay."

On the other hand, when mailing is third class and includes a circular as well as a letter, tests show it pays to enclose a return card which does not tell too much of the story, and use a coupon on the last page of the circular.

Placing the return coupon on the circular helps should it be laid aside by the recipient.

In the case of long letters—that is to say form letters that run two or three pages—the best strategy is to use a printed return coupon on the bottom of the last page of the letter and a Multigraphed (rather than a printed) return envelope. You not only save the cost of the return cards, but you introduce the order form at the logical time.

Where orders for merchandise are being solicited, as in the case of dealer mailings, an envelope blank is recommended. Dealers are used to filling out order blanks.

Who should pay the postage on return cards? It is almost standard practice in mail order selling to use c.o.d. return cards and envelopes, on the theory that it saves the buyer from having to hunt up a postage stamp. In that case the seller pays the return postage, plus the extra fee charged by the post office for making the collection. Tests show that the increased returns when the "seller pays the freight" more than justify the added expense.

On the other side of the argument, some large mailers, who make examination or approval orders, find that while the percentage of returns are lower when the recipient must pay the return postage, they are of a higher quality with a minimum of curiosity seekers. Then, too, in the case of business executives, it involves no extra effort on their part to toss the envelope or card into the outgoing mail basket, and the stamp is affixed automatically by the mail clerk. Prepaid cards usually arrive in the first mail, whereas c.o.d. mail arrives in the second mail, or if there is no second mail, the following day.

Front and back form letters. Where it is not important to create an atmosphere of quality and prestige, tests show that returns from a form letter, where it is *printed* from typewriter type using both the front and the back of the letterhead, are just as good as when each page of the letter is Multigraphed on one side only. It is not practical to Multigraph both front and back of the letterhead, unless low commas and periods are used. Otherwise they will punch the paper. Letterheads to be printed front and back should be of not less than 20-pound weight to get opacity. Sixteen-pound paper shows through.

Filled-in versus blank reply cards. In theory, the easier you make it for a person to say "yes," the more return cards you will receive. Hence it should pay to type in the recipient's name and address on the return card so that all he needs to do is to initial and return it. This is sometimes, but not always, true.

Direct mailers report that when an order is involved, returns are about the same regardless of whether the card is filled-in or blank. But in getting inquiries, returns are higher if the card is filled-in. Whether the quality of the returns is equally good, however, is a debatable question. Careful tests should be made before incurring the expense of filling in return cards.

Is it better to offer merchandise on a free trial basis or try to get cash in advance? It is far superior, according to all our past experiences, to the records of and experience of other mail order advertising agencies, to offer merchandise on a free trial basis, whenever possible. The majority of people are honest. The proportion of results from a free trial type of ad are usually so much more superior to an ad which insists on cash, that even with the small percentage of bad debts which result, the advertiser is usually ahead in the end.

Is "send no money—pay postman nothing" superior to "send no money—pay postman on delivery"? Put yourself in the other man's shoes—suppose you wanted to buy a horse—two farmers came to you, each with the same kind of horse, the same age, weight, and price—$200. The first farmer said to you "Buy my horse. Pay me $200 when I deliver him to you in good condition. Use him for 2 weeks at my risk. If you don't like him, send him back and I will refund your $200." The second farmer said, "Buy my horse. Pay me nothing on delivery. Use him for 2 weeks. Then at the end of that time, if you like him, keep him, and pay me $200. If you don't like him, send him back and owe me nothing." Which horse would you buy?

Chapter 41

SALES PROMOTION EQUIPMENT

JUST as the manufacturing divisions need the latest and best tools, the sales promotion department needs good equipment, room in which to work, and the proper tools with which to do its important work.

Good tools are not an expense. In most cases a company is paying for them in lost time, delayed mailings, poor quality of work, mistakes, and other ways. An important responsibility of the sales promotion manager is to undertake a periodical survey of equipment, and determine what it cost the company to operate obsolete and out-of-date equipment, or to do by hand operations which can be done better by specialized appliances now available. The results of such a survey should be presented annually to top management so that in setting up the budget for the year, consideration can be given to the purchase of all, or at least most, of the required equipment.

The usual practice, unfortunately for the sales promotion department, is to wait until a piece of equipment wears out or begins to give trouble and then recommend that it be replaced. Or a sales promotion manager may wait until a salesman for some equipment manufacturer comes along and convinces him that it would pay the company to buy this or that piece of equipment and pay for it out of savings. This haphazard way of replacing old equipment, or purchasing new equipment, fails to give top management the complete picture of the company's sales promotion equipment needs. Too often the repeated requests cause top management to feel the sales promotion department is asking for too many things. After approving the first few requests those which follow are turned down on the grounds that the appropriation is already spent, or that approval has previously been given to other requests for new equipment.

The growing emphasis on sales promotion in marketing gives new importance to the company's facilities to effectively and

efficiently carry through an expanding program of sales promotion. This can best be dramatized to top management, or to the board of directors as the case may be, by getting all the recommendations and proposals together, and presenting them at the proper time, in one package. At least, it brings home to those who hold the purse strings, the losses the company is taking as a result of using outmoded equipment and horse and buggy methods. Since the company is paying for the equipment in either case, is it not better business to buy it and get the benefit from it, as well as whatever tax savings may be involved?

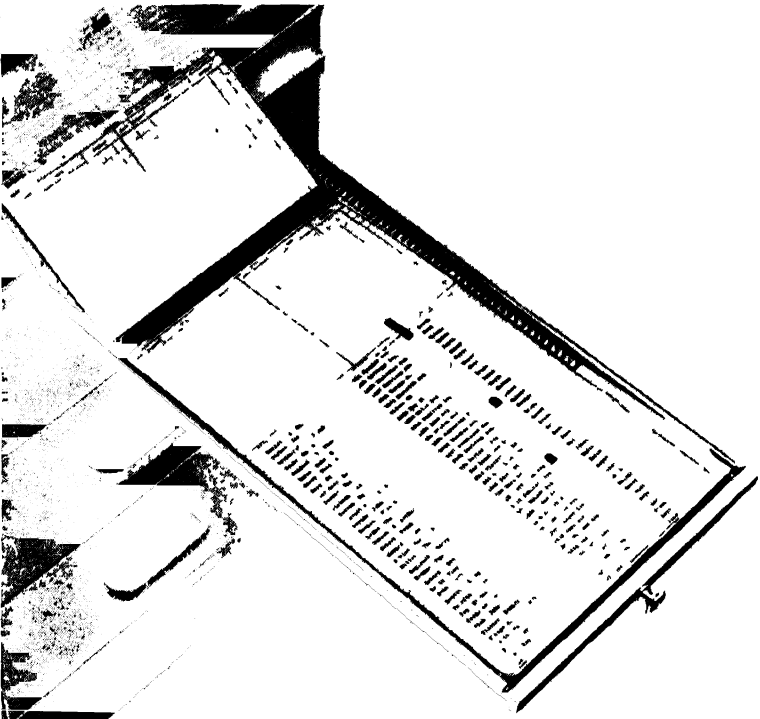
EQUIPMENT NEEDED FOR BETTER CONTROL

As pointed out elsewhere in this HANDBOOK the effectiveness of any sales promotional activity depends upon the plan back of it. And the first essential of good planning is to get the *facts*. In all too many cases sales promotions are somebody's "hot" idea and, without stopping to analyze the chances of success or even make an estimate of the situation, the activity is undertaken. Millions of sales promotional dollars have been wasted in just that way. "Analyze—deputize—supervise" is just as good a rule for successfully promoting sales as it is in conducting any business operation. The sales promotion graveyard is full of the tombstones of campaigns that failed because somebody guessed.

Sales Analysis Equipment: A profitable source of facts for planning sales promotional operations are the orders which come into a business every day. "Who is buying what, and why?" is a question which has spelled added sales for many businessmen It has been well said that to succeed in business you must first find out what people want, and then make it easy for them to get it. By the use of punched cards, it is a simple matter now for a sales manager to keep a running analysis of where his business is coming from, what items are in greatest demand at different times, and which territories offer the most promising sales opportunities.

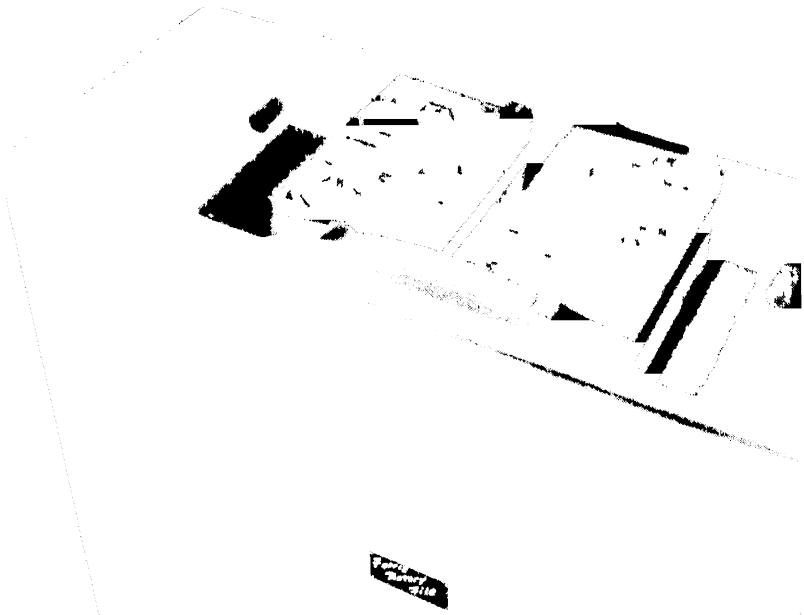
One cereal food company, for example, handles all accounting records in connection with its premium program such as control of cash, shipping labels, and inventory control by the IBM punched card method. In addition, the same cards are used to analyze premium redemption by location, type of package, and type of premium. Radio, television, and magazine advertising are pin pointed to the needed areas, "tailor-made" to suit changing customer preferences and competition.

Another corporation uses this method to control and formulates policies with regard to its display advertising. As the salesmen call on its accounts, they mark cards to indicate the condition of their merchandise on retailers' shelves, its location, types of displays, retailer preference, etc. These cards, automatically processed, aid in "eliminating guesswork about the most effective point-of-purchase display pieces and about how much to send out and where to send it."

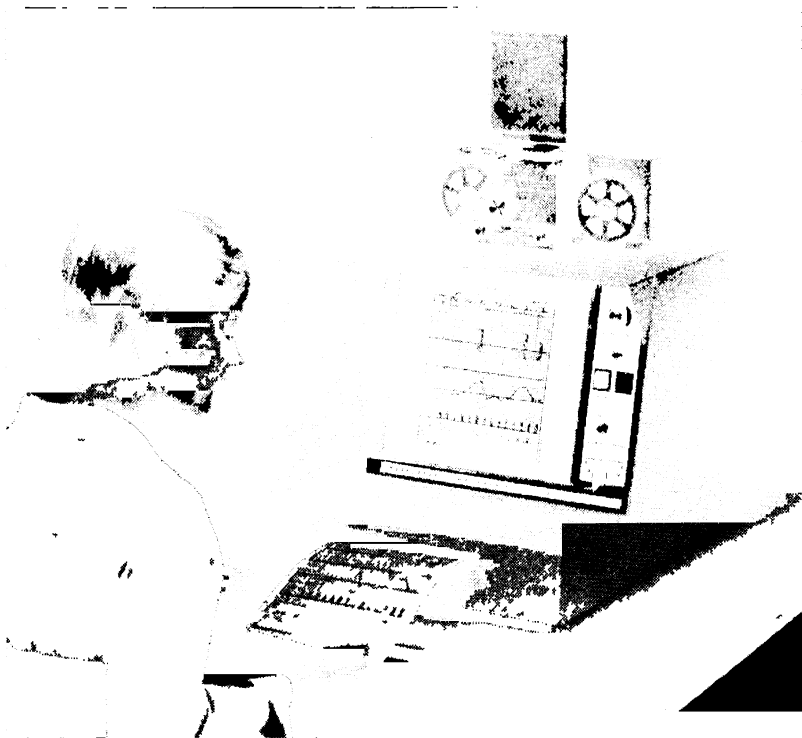
The punched card system of sales analysis requires first, listing all the kinds of information about an order or a market that the sales promotion department needs; then designing, with the help of the machine manufacturer, a card on which the information, as it is taken from an order, can be punched. The punched cards are then run through a sorting and tabulating machine, and totaled for executive use. There is also another system,

Visible Kardex records, filed in slides, permit a sales promotion manager to keep track of the results of sales promotional mailings, advertising media, and other data useful for planning future programs.

which operates without the more costly installations required to tabulate punched cards, which tells: (1) What is selling and what is not selling; (2) what is on hand and how long it has been there; (3) what must be bought or made. This card carries the information on the margin. When notched, the coded holes along the edge make it possible to take off the information desired quickly and accurately.

Keeping Sales Promotion Records: Any sales promotion department will have some lists to be maintained. There may be lists of customers, dealers, salesmen, wholesalers, users, or branch offices. We strongly urge use of the latest equipment for lists. If at all possible, maintain all lists on modern visible record equipment, properly indexed.

Before you begin work on any list, look at all the equipment available. There are visible indexes in trays, housed in cabinets, with almost any kind of "tab" equipment for call-up or follow-up purposes. Then there are wheel and rotary filing devices, files in sliding trays, visible rotary equipment, and others.

Rotary card records have many uses in promoting sales, especially where it is important to have information concerning a customer's past purchases as a basis for telephone follow-up. The wheel of this Ferris file rotates in either direction

Take pains to select filing equipment which has these advantages: Cards must be quickly and easily removable; it must be easy to write on cards without removing; there must be some way of indexing or tabbing; major data must be visible at a glance; and there should be facilities for signaling. Thus, a red signal at a given point may call for a follow-up letter, a reorder or some other action.

In many lines of business, and particularly in a wholesale or retail operation, there is an unlimited opportunity to promote sales by systematically "working" customers who are buying only from certain departments, or certain lines, when they could and should be buying from all departments. By automatic selector devices on the addressing equipment, operating from tabs or notches on the address plate or stencil, it is possible to direct

Sales records and other data can be microfilmed and filed for future use. Automatic units, such as this Recordak Magnaprint Reader, produce instant full-sized copies.

special sales appeals at selected groups of customers periodically. Usually the customer information required to evaluate an account is posted right on the addressing plate, eliminating one set of records. It is a mistake to maintain duplicate sets of records, which involve double posting, twice the opportunity for errors, and require space which can often be used to better advantage for other purposes.

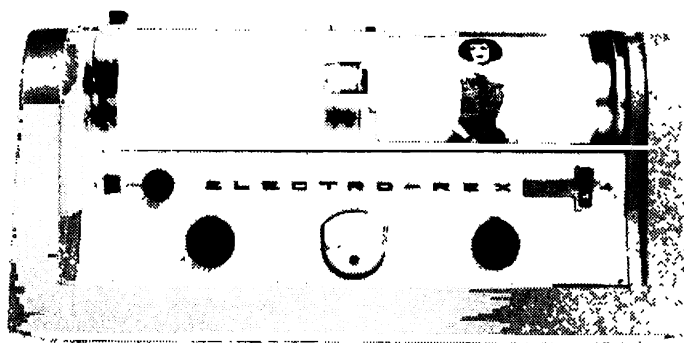
Saving Space with Microfilm: Permanent records maintained by the sales promotion department which occupy a great deal of floor space should be photographed on microfilm. Film can be run through a reading screen at the rate of 150 feet a minute, making it possible for the operator to select needed records quickly. A typical microfilm application in sales promotion is keeping survey records of dealers' stores. Burroughs Corporation uses a prepared microfilm to acquaint salesmen with salient selling points of its equipment and as a means of point of sale demonstration. The microfilm equipment in most general use photographs documents up to 11 inches wide by any length and projects the image in one of three standard ratios on a reader screen which is approximately 14 by 16 inches in size. While it would hardly pay to install microfilm equipment for that purpose alone, there are so many ways microfilm can be profitably used in the over-all operations of a business that an increasing number of companies are using the equipment to save record storage space. In such cases, the sales promotion records might very well be included.

DUPLICATING EQUIPMENT

In selecting duplicating equipment it must be kept in mind that there are five common types of reproduction or duplication, all of them suitable for office work. Here is a brief description of each type of equipment, and each process.

Stencil Duplicating: Duplication of typewritten, handwritten, or drawn images by means of a paperlike stencil is perhaps the most common form of office duplicating or printing. Principle of this type of duplicating is the cutting of a stencil on a typewriter (without the ribbon) or with a stylus. The stencil is placed upon a revolving cylinder, with an ink fountain attachment which inks the stencil. Machines come in various sizes, and handle from post-card to legal-size paper. Hand-operated machines are available for small runs; and automatic feed, electrical-

ly operated machines are made for longer runs and heavier duty. Office forms, bulletins, letters, sales bulletins, price lists, instruction sheets, and a wide variety of other duplicating is done on these machines.

One or more colors may be used. There are many advantages to this type of reproduction, chief of which is the brief time required to produce a job.

Electro-Rex equipment, which includes a stencil cutter (above), permits complete low-cost black-and-white or color printing in any office.

Copies can be produced in the time required to type a stencil; a few minutes later, after the stencil is placed on the duplicator, copies are coming off the machine at the rate of several thousand an hour. Costs are low, and for many different types of work the stencil duplicator is advantageous. There is almost no limit to the number of copies which can be made from one stencil. If the run is long enough another stencil may be cut. Stencils may be put away and saved for future use. Preprinted stencils are available for special purposes, such as business forms, on which intricate patterns are necessary. Changeable information can be typed on these preprinted stencils, or added to them as the occasion requires. Line drawings, cartoons, line-drawn illustrations, shaded illustrations, diagrams, trade-marks, copies of blueprints, and many other designs may be reproduced on stencil duplicators.

Offset Duplicators: In recent years many improvements on offset printing equipment have given the sales promotion man-

ager a valuable tool. The office offset presses are available from several companies, in sizes up to 11 by 17 inches, and the high speed of these machines makes it possible to produce a large volume of work. Larger, professional sizes are also available.

The offset process is exactly what its name implies. The image is drawn or photographed on a master. From this master the image is transferred or offset to a roller, instead of directly to the paper. The printing is accomplished by transferring the image from the roller to the paper stock.

Photographs, printing, drawings—anything typed, written, printed, or drawn may be reproduced at high speed on these machines. Good color work is possible on offset duplicators Several types of plates (masters) are available. The most common and most satisfactory plate is a metal sheet, sensitized to "take" photographic images. These plates are made very much in the same way that a photograph is developed. Platemaking equip-

Table-top offset duplicating equipment such as this Model 321 by A. B. Dick Company, provides a range of capabilities to meet practically any duplicating requirement.

ment is available for office use, although many office users have plates made outside by professional platemakers who specialize in such work.

Masters on which printing is done directly from a typed master are also used in the offset process. These masters are available in both metal and paper—the paper masters are for shorter runs and for use when highest type reproduction is not necessary.

PRINTING EQUIPMENT

More and more companies are producing some of their printed matter in their own printing shops. There are many reasons for this. First, and probably most important, is the saving in costs. For a given number of dollars more printed material can usually be produced in the promotion man's own department than can be purchased outside.

Another reason is the delays incident to buying printing. For many years now the commercial printers have been handicapped by help shortages and inability to obtain modern, fast equipment. It is not uncommon to produce a job in a sales promotion department in 24 or 48 hours which would require 1 to 2 weeks if the same job were turned over to an outside printer.

There is a limit, however, to the amount of work which the average sales promotion manager should attempt to produce in his own department. Good printing requires costly machinery, and the office type printing equipment was never intended to produce large broadsides containing many halftone illustrations, fine catalogs, brochures, or the higher type booklets. Such work requires an investment in large presses, typesetting machinery, such as Linotypes, Intertypes, or Monotype keyboard and casters, bindery equipment, folding machines, and other equipment which requires skilled operators.

For all kinds of forms, letters, many different promotion pieces, price lists, campaign literature, envelope inserts, instruction sheets, sales and dealer bulletins, and the less elaborate house magazines, there is available, at reasonable costs, equipment which will speed production, save time, and reduce costs. The first step in planning a production section for a sales promotion department is to analyze the various types of work to be done. Then buy the equipment needed to produce this work.

One common error in many organizations is an attempt to produce work on office machines which these machines were never intended to do. Perhaps a sound rule is to buy only such equipment for office printing or reproduction as can be kept

reasonably busy. Care should be taken to ascertain that enough work is available as needed to keep the operators busy. Nothing raises costs of office-produced printing more than idle operators.

Caterpillar Tractor Company at Peoria is one of the country's largest buyers of high quality printing. This company patronizes one of the largest and best-known printing and engraving companies in the country. Yet in its own office millions of pieces of printed matter are produced. But Caterpillar does not make the mistake of attempting to produce major printing jobs on its office equipment.

How to Survey Needs: Before purchasing and installing any office reproduction or printing equipment a careful survey of annual needs should be conducted. One method is to assemble all printing bills for a year. Divide these bills into two categories: (1) Work which could be produced on office equipment; and (2) work which requires a major investment in large presses, composing room machinery, folders, stitchers, trimmers, and similar equipment. It is better to err on the side of conservatism where there is any doubt. Give the outside printer the benefit of every doubt. Do not say, "We can produce this job, and fold it by hand." Office wage rates are too high today, and are likely to remain too high to warrant much hand folding. Where there are complicated gathering or assembly jobs, as in the case of multiple copy office forms, allot this work to outside printers. Stuffing one-time carbons, printing order books, or invoices, where many copies are needed, is a job for specialists, not for office production.

After all jobs for a year have been analyzed call in the salesmen for office printing equipment and buy the proper tools to produce the work.

Another way to analyze the need for office reproduction devices is to assemble every form and put down the quantities ordered of each form.

In analyzing the need for equipment get the following facts on each form or printed piece:

1. Quantity.
2. Frequency of purchase.
3. Stock used.
4. Colors (registration problems).
5. Cost of composition.
6. Type of printing (offset or letterpress).
7. Folding, gathering, stitching required.
8. Cost when purchased outside.

9. Cost if produced in office.
10. Probable saving on year's requirements.

Where an office is situated in a large city it may be possible to do the actual printing or duplicating in the office shop, and send out the finishing, such as folding, binding, inserting, and carbon interleaving to trade shops. But, as a rule, this is unsatisfactory.

It is for these reasons that most experts advise a careful limitation on the type of work which the office shop attempts to produce, unless there is a large volume of work—enough to justify investment in all the necessary incidental equipment.

When it is determined how many different jobs can be economically produced, and how large the runs are, as well as how frequently the jobs will be required, it is then comparatively easy to select the equipment needed.

Letterpress Printing: There was a time when many companies, using large quantities of printing thought it necessary to own their own full-scale printing plants. Many of the private plants were later sold to professional printers because the investment, the space required, and the high payrolls necessary, cost so much that the product of these private plants was more expensive than printing bought from specialists.

It would be difficult to set a definite figure, but as a rough estimate it appears that any company having less than $100,000 a year in printing bills would scarcely be justified in attempting to operate a private letterpress printing plant.

For such a plant there is a large investment in type; one or more typesetting machines ($10,000 and up) are necessary. Since a one-press shop is seldom practical, because there is always a feast or a famine of work, several presses are required. Prices of modern automatic presses begin at around $5,000 for smaller sizes and range up to $30,000 for even the simpler types of machines.

Add to this the folders, stitchers, cutters, staplers, make-up tables, and a thousand and one other incidental items of equipment and there is an investment of $25,000 to $50,000 before even simple printing is feasible.

Another factor enters into the decision of whether to install a letterpress printing plant for private use. This is the problem of specialization. Nearly all types of printing today call for special equipment, and much of today's large-scale printing is done by specialists. Labels are printed by label-printing specialists;

salesbooks, order books, report forms are printed by other specialists, with costly, high-speed automatic equipment. Catalogs are often handled by printers who have special equipment and highly skilled organizations of catalog specialists.

Overlooking this factor may cause an enthusiastic sales promotion man to lump all his printing bills in one sum and decide to install his own private plant. Then, when the plant is set up he will find that one job after another requires special equipment which, in a private plant, would be idle nearly all year. For this reason it is often better to take advantage of the many printing specialists and send work out.

General Foods Corporation is probably one of the country's largest users of printed matter. At the company's headquarters it has a large battery of offset printing equipment, but it does not attempt many special jobs. Labels, package inserts, and much similar printing are purchased from specialists.

Several General Motors units produce their own parts books, but much of this company's promotional printing goes to large printers who are set up to handle large-scale work. If these companies find it profitable to buy printing outside, rather than invest the large sums necessary to equip private plants, it scarcely seems likely that smaller companies can afford to attempt to enter the printing business on a private scale. One of the largest plants in the country was once operated by a large insurance company, which decided, a few years back, to stop producing its own printing and turn to big printers with the specialized equipment required.

Setting Up an Offset Plant: In large cities it is scarcely necessary to own all the equipment necessary for offset printing. The plates or masters can be made outside in trade shops. But in a smaller city or town, where no trade shops are nearby, it is almost imperative to have a complete shop, equipped for platemaking as well as printing.

Sending the plates to an outside shop eliminates some of the savings incident to doing all the work in your own plant; on the other hand, the platemaking equipment requires a considerable investment.

For platemaking a camera, vacuum frame, whirler, drier, and complete darkroom equipment are usually needed. An operator to photograph the copy, mount it, and make the plates is also necessary. The key to good offset printing lies in the quality of the work done in the darkroom and if your platemaker is a bungler you cannot avoid bad reproduction.

To prepare masters it is a distinct advantage to own a typewriter with a variable spacing attachment so that the right-hand margins of all typed matter will be flush, just as in your newspaper, or in a book. The typewriters used for preparing offset copy should not be used for any other purpose, and it is better to purchase machines designed for using carbon paper ribbons which produce a sharp, black character.

There has been constant improvement in the quality of offset printing. Today a good platemaker can turn out halftone work that is the equal of letterpress in good quality. The old muddy tones, the "off-white" appearance of highlights in halftones, are gone from the better class of offset printing today Many companies produce house magazines on small offset presses; others produce letters, mailing pieces, price lists, parts lists, small display pieces, envelope inserts, sales bulletins, and a wide variety of printing at a considerable saving when compared with prices charged by printing companies

Offset printing has been made more practical for office use by the development of compact, easily operated platemaking machines. This Remington Rand Plastiphoter makes offset plates up to 15 by 20 inches in size without the need of the usual vacuum frames, arc lights, and whirler.

Typing Equipment: The well-equipped sales promotion department should have four kinds of typewriting machines. First, of course, it needs standard typewriters for addressing, filling in letters, and the usual typing necessary to the promotion of sales. Nearly any of the accepted makes of typewriters give satisfactory service. However, large users of writing machines find it pays to standardize on one make, after testing out several makes for a 2-year period to ascertain maintenance costs, time losses, resale values, etc. Some companies trade out all typewriters every 3 years under a special arrangement with the manufacturer.

Editors and advertising men who have only occasional use for a typewriter and keep it on their desk slide, or in a case near their desk, favor the semiportable models now in vogue. They require less space and are lighter in weight. They differ from the portable models, which are not too practical for office use, in that they have the standard-size roller. Personal models can be purchased at a considerable saving, and because they cost less can be traded in more frequently. In this way your executives always have a relatively new machine.

For cutting stencils and heavy manifolding (such as typing several address strips at one time) an electric typewriter is desirable. It is wise to buy this typewriter with a wide carriage for wide measure work to be reproduced, and with pica rather than elite type. The larger the type face the more legible copies can be obtained in manifolding. Some sales promotion men report that electric typewriters also cut the cost of addressing envelopes. They do especially neat fill-in work because of the mechanically adjusted touch and uniform impression. However, the first cost is higher than standard machines and any electrically operated equipment is likely to give more trouble than manually operated machines. Electric machines are now available with either print-type or the usual typewriter type. Some have devices to facilitate right-margin alignment.

Almost a necessity in any well-equipped sales promotion department, regardless of whether it has its own offset plant or not, is a Vari-Typer. This is an electrically operated typewriter so designed that the type face, spacing, and alignment can be easily and quickly changed. It types through a silk or nylon ribbon, or carbon-coated paper tape. The carbon tape is used when the "copy" is to be transferred to an offset plate.

Last but not least, modern sales promotion calls for the judicious use of individually typed letters. To produce these most economically, a battery of four automatic typewriters is recom-

When "personally" typewritten letters are desirable, mechanically operated typewriters pay for themselves many times over. With this battery of Auto-Typists, one girl can produce 500 personalized letters a day.

mended. They can be operated by one girl. If you do not have enough work to keep four machines working at top speed, it is usually more profitable to have the letters produced in commercial letter shops, most of which are now equipped with automatic typewriters.

There are two basic types of automatic typewriters—one operates pneumatically from paper rolls, as does a player piano, and the other depresses mechanical fingers to "hit" the keys. The latest automatic typewriters have control mechanisms which permit stopping the machine at any point in the letter and automatically typing a special paragraph in the body of the letter, by simply pressing a button. This is very useful in working groups of prospects with special interests which afford opportunities for specialized appeals.

Unless letters produced automatically from punched rolls are "personalized," so that they have a point of contact with the recipient, it is usually less costly, and almost as effective, to use carefully filled-in letters with the bodies printed or Multigraphed from typewriter type through a silk ribbon. However, spending money to simulate personally typewritten letters by filling in the salutation is not as effective as it was some years ago. Most people can tell a form letter a long way off, unless the fill-in is done on the same machine with the same ribbon.

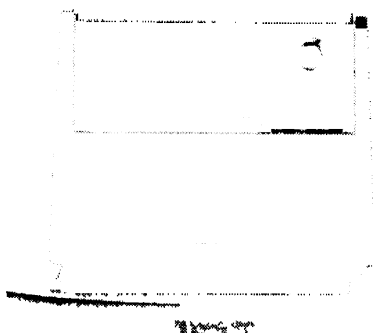
PHOTOGRAPHIC EQUIPMENT

In any sales promotion department where there is a large production of sketches, layouts, "roughs" of advertisements, and

similar work, a photographic reproduction unit of one kind or another is a time- and money-saver.

There are two basic kinds of photocopy machines. One, the simpler variety, copies anything written, drawn, or printed by contact. There is no enlargement or reduction possible on these machines. The reproduction is the same size as the original to be copied.

The other type of machine is actually a large camera, combined with a developing unit and a drier. Most common name for this equipment is Photostat, but this is a private trade-mark, owned by one company. Several other companies make and sell similar machines. With this type of equipment, enlargement and reproduction of any type of original is easy and rapid. Any man or woman can be quickly trained to operate such a machine, and a very small floor space is required—say about 12 by 18 feet for a minimum.

Photocopy equipment may save an endless amount of retyping, redrawing, and hand lettering. Where a sales organization is small this equipment is especially valuable for reproducing statistical data, sales standings, sales records, and other informative material which must be sent to salesmen. In cases where there are many salesmen or others to receive the same material it is better to reproduce it by one of the printing or duplicating processes, but for small quantities the photocopy equipment is economical.

A desk-type copier is indispensable in a promotion department. Most copiers can reproduce, in black and white, any material in color, type, or pen and pencil, on ordinary paper. This Xerox Model 813 will reproduce documents up to 8½ x 14 inches at a cost of 3½ cents each.

When a Camera Department Is Needed: A well-equipped photographic or camera department is a useful adjunct to many sales promotion departments. Chief advantage of a private photographic unit is the ability to make pictures with far less formality

and in less time than is usually required when an outside photographer must be summoned.

Where a house magazine, either for employees or for customers or dealers, is part of the sales promotion manager's task, a photographic department is almost a "must." By assigning one man to the business of illustrating the house magazine he can roam the plant and take pictures of individuals whose names will appear in the magazine; he can "cover" all plant meetings and conferences; he can photograph the installation of new equipment; and provide a running record of all plant and office improvements. The same man can photograph prominent visitors to the plant, new employees, and all manner of personnel activities.

The same photographic department, if manned by skilled men. can produce photographs of the product, record stages in product development, go into the field to photograph dealer displays, windows, field sales meetings, and make records of the product in actual use.

Relatively few companies expect private photographers to turn out the high quality work required for the best catalog illustrations, for magazine advertising, and important sales promotion material. This is a job for the professional.

Another job for the company photographer is production of publicity photographs to be sent to newspapers, magazines, and business papers. Where photographs are used in sales portfolios the company photographer can often be kept busy a considerable part of his time.

As in all other attempts to set up private or company equipment to produce different types of work, it is necessary to draw the line between "run of the mill" jobs and jobs which require highly skilled specialists.

Your company photographer may be excellent for making quick shots of plant meetings, of new employees, and baseball games for the plant magazine, but unless he is far better than the average do not expect him to turn out a beautifully posed, skillfully lighted illustration for your season's most important sales promotion piece. Call in a professional for such work.

National Cash Register Company was one of the earliest large-scale operators of a private photographic unit. At Dayton headquarters a staff of men are busy turning out all sorts of photographs for use in the company's tremendous production of printed material. The same shop photographs prominent visitors to the plant, many different meetings, athletic and recreational activities, sales meetings, and other gatherings. The company has a

tremendous file of photographs which is actually a visual record of N.C.R. activities over the years.

Photographs in Sales Promotion: There is a very definite trend to making more use of photographs in all forms of sales promotion. This trend has become especially pronounced since the advent of TV. People are lazier so far as reading habits go. They like to get a sales story by looking at interesting pictures, rather than having to read hundreds of words. So we find more and more pictures being used to flag attention, to underscore key points, to describe complex processes, to show products in action, and in many other ways.

Illustrating some of the ways photographs are being used to promote sales, directly and indirectly, Eastman Kodak comes up with the following list, which readers may find suggestive:

Plans and Presentations—Slidefilms—Movies—Easel presentations—Portfolios.

Advertisements—Illustrations for magazines—Newspaper—Direct Mail—Sales and service literature—Calendars—Car cards—Billboards.

Market Research—Product application photos—Customers' buying habits—Displays—Merchandising ideas—Photocopying charts and reports.

Packaging—Product pictures—Labels—"How to" explanations—Photo lettering—Photo composition.

Merchandising—Displays—Background photos—Jumbo cutouts—Installation or application photos—Demonstrations.

Trade Shows—Background murals—Motion pictures—Slidefilms—Descriptive booklets and pamphlets—Plant and product photos.

Sales Training and Service—Salesmen's portfolios and bulletins—Stills—Slides—Movies—Installation and service manuals—Customers' instruction books.

Television Production—Set backgrounds—Spot commercials—Animation.

Printed Production—Illustrations-Transparencies-Photengraving-Photocopying.

Public Relations—Stockholder notices—Employee papers—Institutional movies—House organs—News releases—Slidefilms.

Administration—Office layout plans—Progress reports—Office copying—Microfilming of records for storing—Miniature prints of ads for schedule boards.

Actually, good photography is the result of experience and training and it is not a job to be taken lightly, even though several men in the sales promotion department may be confident that they can handle any photographic assignment that comes along.

Consider a photographic unit as a part of the sales promotion department only when (1) there is enough work to keep one man busy half his time, or (2) where good professional photographers are not readily available, as is the case in some small

towns. Do not rely on the belief that anybody can make a picture good enough for reproduction. Be sure the man selected to head your photographic unit is either a professional, or at least an advanced amateur, who has long since graduated from the "drug store" type of development and processing. Be sure he has had experience in a darkroom and knows something about lighting, posing, processing, and, above all, has some knowledge of reproduction processes and requirements.

The Photograph File: Ordinary 8½- by 11-inch metal filing cabinets are usually favored for the photograph file. Here are several rules for preventing trouble in maintaining a useful file of photographs.

1. A photograph is no photograph unless it is identified. Never permit a photograph to go to file without a number, without proper identification of ALL people appearing, the date, subject, and any other necessary data. It is better to destroy a photograph than to file it without number and caption or identification data.
2. Cross index all photographs in the file. If you use the subject index and have a tab labeled "Meetings," list the names of people appearing in meeting pictures, and put a duplicate print under each name, or make a slip for each name and file in proper alphabetical sequence with a notation, "See meeting file."
3. Set up a negative and print numbering system so that prints can be matched with negatives for duplicates when needed.
4. Never allow the last print to be removed from the file. Take its number and have a duplicate printed.
5. Do not file under too broad classifications—such as "Exteriors," "Interiors," etc. Do not file under such broad classifications as "New Products." Give them a date, a model number, an experimental department number, or some other data to pin them down to more definite identity.

The same rules for filing and finding photographs should apply to all other exhibit material, drawings, blueprints, cuts, masters for duplicating machines, etc.

Investment in blueprint cabinets, cut and electrotype cabinets, proper storage space for printed material will save the cost of such equipment in a year or so. A vast quantity of costly printed material is ruined each year in many departments because of lack of adequate storage space.

MAILING ROOM EQUIPMENT

Steadily rising costs of labor in the mailing room have made it imperative that facilities for getting out promotional matter quickly and efficiently should be modernized. Hand-addressing,

sealing, stamping, and sorting are no longer economical and are now done by machinery. Even gathering, a tedious operation, is now done mechanically in mailing rooms where large quantities of the same type of mail matter are handled. Such equipment should be the best.

Many addressing or mailing departments prerun envelopes or labels for all branch offices, salesmen, dealers, or other groups which receive mail regularly. These labels or envelopes are kept in special racks, and as the mail reaches the mailing room the contents are sorted into racks which already contain a supply of preaddressed envelopes or labels. This plan speeds the work and tends to level out peaks and valleys on schedules, because the addressing can be done at times when the staff is not busy.

Selection of mailing and addressing equipment can be done intelligently only after a careful analysis of every piece of mail handled in the organization. Salesmen for the office appliance companies are usually well informed and no one should hesitate to call them in for consultation and help.

Addressing Equipment: We have considered various types of reproductive equipment. There is no point in producing a quantity of material unless there are facilities for mailing or distributing it. The finest set of photographs of your product are of little value packed away in a filing cabinet. Nor is the company magazine worth very much if it is mailed too late, or haphazardly. Much excellent sales promotion material fails to produce expected results because mailing facilities are not available. Therefore we need to consider, very carefully, the ways and means for addressing and mailing everything the various printing, duplicating, and photographic units produce.

At present wage rates for white-collar help, hand addressing is usually too costly for any consideration. It is both too slow and too inaccurate. Hence machine addressing is a "must."

Basically, there are two types of addressing jobs. The first, and most important, is the addressing job which must be done over and over again. In this category we find the list of employees for mailing house magazines, announcements, etc.; then there is the list of dealers, wholesalers, or customers. Add to this the list of salesmen, manufacturers' representatives, fieldmen, branch offices, agents, or others who receive regular mailings.

The second type of addressing job involves the special mailing, in which a list, large or small, is addressed perhaps only once or twice, or perhaps once or twice a year.

For the regular mailing which is mailed weekly, monthly, or at some other frequent interval, the addressing machine, working from pre-cut or pre-embossed metal plates is fully justified. It is usually the cheapest in the long run.

Whether you use metal plates or the paperlike stencil variety depends upon the frequency of use, the value of each name, and the investment which seems justified.

Addressing machines cover a wide range of models, from simple, hand-operated units to automatic, high-speed models. Shown is Addressograph No. 5, which uses metal plates

Address stencils are made on a regular typewriter with a special attachment. These stencils are mounted in a card frame and may be used over and over again.

Metal address plates are embossed on a special machine for the purpose. These plates have a very long life, and may be used over and over again without appreciable signs of wear.

Addressing machines are available for either kind of name plate in a wide choice of models, ranging from the simplest hand-operated models on up to fully automatic, high-speed models which handle a tremendous variety of work.

For really big operations there are addressing machines which print from a roll of paper and print an entire label, insurance premium notice, or bill, inserting items, such as premium amounts, automatically.

Equipment required in an addressing department is the stencil cutting or embossing units, the addressing machines, and cabinets for the address plates.

For regular mailings it is customary to address labels or envelopes in advance, have them ready when the contents of the mailing—letters, magazines, catalogs, or folders—arrive.

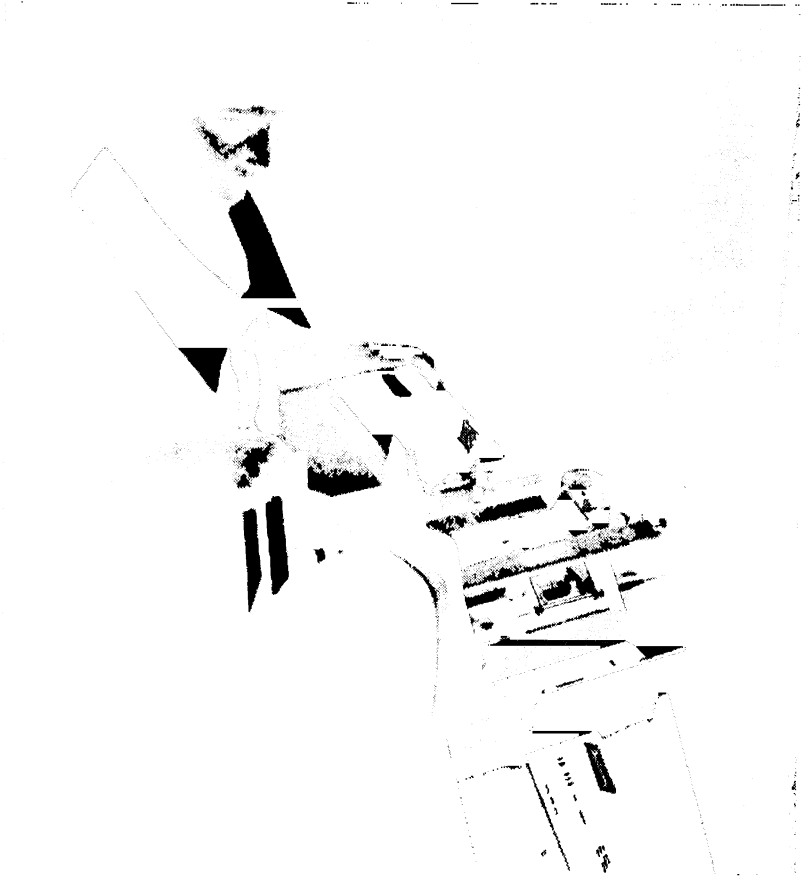
Folding Machines for Sales Promotion Use: When you buy an office folding machine buy the best. It will pay in the long run. There is nothing in the way of office appliances that will waste so much time, cause so many work interruptions and headaches, as a folding machine that only folds when the spirit moves it. The trouble with most office folders is that they depend upon rubber rolls to pick up the sheet and feed it into the machine. They work all right so long as the rolls are kept roughed up. But they soon become slick and slippery, failing to pick up the sheet or, if there is too much static electricity in the air, the sheets are apt to cling together and jam the folder.

The roll-fed office folder is useful in small offices where most of the work to be folded is of the same size, as, for example, standard-sized two-fold letterheads. But if the range of work varies, and it is necessary to "set up" the folding machine frequently for different folds and different kinds of paper stock, it is well to buy a folding machine of the type used in commercial binderies. They usually feed by suction, and are far more dependable. This type of folder is now available in small sizes to take the direct mail which goes out from the sales promotion department.

Gathering and Mailing Equipment: There are still offices which lay out work to be gathered on a long table, and the gatherer assembles the brief or whatever it might be, while walking back and forth. In most commercial shops the gathering operation is speeded by placing the "pick ups" on a rotating table, which is slowly turned by a motor. Several girls sit around the table and pick up the sheets as it turns. The most up-to-date method of gathering stapled materials for sales promotional use is an electrically operated collator, of which the manufacturers offer many models with various capacities.

When a company's direct mail is well standardized, with long runs of the same piece, there are automatic gathering and sealing machines for the work. These machines, operating on the principle of a gathering machine used in a commercial bindery, automatically pick up most enclosures; stuff them into the envelopes; and seal them ready to stamp, sack, and mail. These machines cost about $3,000. Unless a company has long runs they should not be purchased. They take too much time to set up and adjust. But once adjusted and kept going on the same mailing, they will

gather, insert, and seal up to 2,000 pieces of mail an hour, day in and day out.

While there are several good sealing and stamping machines on the market, most mail users today meter their mail and depend upon that equipment for these operations. The latest metering machines are very fast, reliable, and pay for themselves several times over in stamp savings, advertising benefits from special indicia, and labor. Not many modern sales promotion departments use adhesive stamps for the run of their outgoing mail

Operating from card masters, this low-cost table-top Scriptomatic Model 34 will address virtually any type or size of mailing piece at the rate of 2,500 per hour.

However, when adhesive stamps are called for, affixing machines which operate like a numbering machine save postage and time.

Sorting and Tying Direct Mail: There are many opportunities for savings in the way the mail is handled after being sealed and stamped. In the case of large metered mailings, where it is not necessary to cancel adhesive postage stamps, delivery will be greatly expedited if it is tied into packages by cities, and then sacked by train routes. Mail thus treated will usually go right out as soon as it lands in the post office. Otherwise, under the prevailing practice of handling "slow" mail, it may lie around the post office several days until someone feels inclined to sort it. For this operation the well-equipped mailing room should have a good tying machine, and enough racks to hold four to eight mail sacks during the sorting. If the sizes of the mailings are not sufficient to use sacks (supplied upon request by the local post office) a wall sorting rack can be constructed with pigeonholes for each of the 50 states and the principal cities.

EQUIPPING THE MEETING ROOM

In most sales operations the sales promotion manager is responsible for dealer and other meetings at which a "program" or "campaign" is presented to a group of people. If the presentation takes the form of a series of regional or district meetings, some sort of a portable stage with the required "props" is used. Such stages may be purchased outright, or they may be rented from companies which specialize in dramatizing sales conventions. These portable stages can be taken down in a few hours, and quickly reassembled. They are complete with lighting equipment, drops, side boxes, and other facilities. Some companies have special trailers, in which these portable stages are packed, then hitched to a car or truck, and transported from town to town.

Projectors: Depending upon the kind of material to be used at a sales meeting, the projection room (or traveling equipment) should include a 16mm. talking moving picture projector, a long-range slide projector for throwing stills and charts over the heads of an audience from the rear of the room, and sound film-strip equipment. New developments in the sound/strip field call for a complete investigation at the time of purchase. Units are available that automatically project 35mm. strip film and 2- by 2-inch slides. Prices vary according to the sophistication of the

equipment, and both portable and permanent machines are available.

Another useful piece of equipment for conducting meetings is an overhead projector which throws a letter, chart, or drawing directly upon a screen from a transparency. The speaker can write on the transparency with a crayon as he talks. Using

Overhead projectors have been efficiently used by the Minnesota Mining and Manufacturing Company in training representatives. A special advantage of this type of projector is that it permits the speaker visually to pinpoint his comments.

overlays, a chart can be built up or changed to fit the talk. One advantage of this type of projector is that it does not require an operator. The conference leader places the films in position as he talks. He faces the audience while using the projector.

In late years the use of talking movies has greatly increased. Some companies have produced educational pictures which are shown at sales meetings of various sorts. They may also be used at luncheon meetings of service clubs and trade conventions. To make the best use of such films, and to get the benefit of the extensive rental libraries of sales films, in 16mm. size, many companies equip their sales promotion department with an up-to-date talking picture projector. Where a company invests $20,000 and up in a promotional picture it is usually wise to purchase several projectors and keep them at division points, so that they can be used in the division area for dealer and other meetings at which the pictures will be shown. The White Motor Company,

for example, equips each branch with a 16mm. movie projector (with sound) for showing pictures of interest to its dealer organization, including its own pictures which show the widespread use of motor trucks in solving transportation problems.

A less expensive, but very effective, projector is available for use with Kodachrome slides (stills). The slides are particularly good for demonstrating mechanical products, or equipment sold to industry. They are used both in group selling and in personal selling instead of the usual type of portfolio. While most projectors operate fairly well on a white wall, for best results a silver screen, large enough to permit a good-sized projection is required. This folds compactly into a carrying unit, and comes with a stand so it can be quickly set up in a meeting room without having to hunt up the hotel carpenter (see Dartnell *Sales Manager's Handbook* for information on portable projectors and other equipment for salesmen's use).

Blackboards: Two variations of the traditional blackboard of our school days is the "white board" and the "slap board" for use in making presentations. The "white board" has an advantage in that it can be used as a projection screen as well as a writing board. While the image is not as sharp as it is when a crystal screen is used, it is quite all right for working with small groups. The slap board is a plush-covered board upon which cut-outs, signs, segments of charts, and other matter can be "slapped" as a speaker delivers his talk. These boards are popular for presenting standardized talks to dealers and groups.

In using any of these devices two things are important—they should be placed high enough on the platform so that they can be seen easily by everyone in the group, and they should be lighted with *double* spots, one from each side of the platform.

Traveling Exhibits: For "trading up" dealers and bringing demonstrations to the front door of customers, instead of requiring them to take time out to go to a showing at some local hotel, a number of companies employ specially equipped trailers for that purpose. These trailers have proved quite effective and are used for promoting the sale of a wide variety of products, ranging from carborundum wheels to high-speed printing machinery. They are sometimes operated by the sales department, in which case the trailer is usually in charge of a salesman who takes orders on the spot. Others are intended for educational purposes only, and are in charge of a member of the sales promotion department.

Equipment for the Salesmen: While the sales promotion department is often charged with the responsibility for *producing* the equipment carried by a salesman, it is usually instigated and developed by the operating division of the sales department. This is especially true in the case of demonstration kits, miniature models of the product, sample cases and, to a lesser extent, presentation portfolios and visualizers. The effective equipment of salesmen to increase sales call efficiency is fully covered in the Dartnell *Sales Manager's Handbook*. The development and production of portfolios and visualizers for use by salesmen in promoting the sale of a product also is covered in that handbook.

The sales promotion department is, however, frequently in a position to offer suggestions to the sales operating department for increasing sales call efficiency. For example, salesmen of gas refrigerators have the problem of underscoring, in the prospective buyer's mind, the silent operation of this type of refrigerator. Merely stating this fact was not enough. So the sales promotion department of Servel came up with the idea of providing salesmen with books of giant matches, one of which they handed to a prospect and asked him to strike one match. As the big match burned, the salesman pointed out that Servel refrigerators operated just as quietly as the match burned, since there were no moving parts and gas burned noiselessly. While this device was essentially a sales tool, it also served a sales promotional purpose, since the books of matches carried the Servel advertising, and were used as advertising specialties as well.

If we take the salesman's advice we would furnish a small binder of about 12 pages which he can carry in his coat or shirt pocket. Such a presentation might not be very useful in increasing sales, but it would please salesmen. The problem is to produce a presentation kit—not one to look impressive on the sales promotion manager's desk, but one which the salesmen will use constantly. To achieve this, the kit must be:

Small enough to be carried easily.

Compact enough to fit into the salesman's ordinary luggage.

Foolproof—requiring no complicated folding or unfolding.

Easy to open and close in a moment's time.

Brief—to the point where the average prospect will pay attention to the end.

Simple—so that the language and arguments are within the salesman's mental range.

The best presentation kits leave out nearly all introductory pages, such as pictures of the plant, company history, pictures of

company officers. Such kits are designed to open with the very heart of the sales story and present it fully in the fewest number of pages. They are planned so as to appeal to the prospect and win his interest quickly—and hold it.

Reduce the basic sales story to the fewest possible words and illustrations. Plan to include only the sharpest cutting facts, the most telling illustrations. One great objection to many sales presentations is the time required to go through them with the prospect. Do not include language which does not come naturally to the salesman; there may be times when he has to repeat the material from memory, or cannot use the kit, hence the facts and material must be written and presented in a way the salesman himself would use to do the same job if he did not possess a kit—or in case he leaves it at home on half his trips.

MISCELLANEOUS EQUIPMENT

One of the sales promotion manager's jobs is to "sell" his department to top management. The sales manager, the director of sales, the general manager, the treasurer, and the president—all these men should be familiar with the work of the sales promotion manager and his department.

Many of our best sales promotion managers find it profitable to provide large display fixtures on which all current samples of the department's work can be displayed. Fixtures mounted on casters for easy mobility are best, because they can be rolled into a conference room or to some officer's office for exhibit. If mobile display racks are unavailable, cork boards, for easy "pin-ups," or simple wall racks are useful. An excellent idea is to have glass panels mounted on walls, so that pieces can be slipped under the glass. Molding tacked in horizontal lines on the wall and notched to admit the glass is a simple way to provide adequate display facilities.

The same displays of all current production are useful when there are visiting salesmen. Good sales promotion managers make it a point to nab visiting salesmen and show them all current sales promotion pieces. Without a good exhibit space, planned for the purpose, this is difficult.

Drafting tables, special drawing instruments, a quiet conference room, and good lighting are not luxuries in the average sales promotion department. Do not expect an artist or a lay-out man to do good work at an ordinary desk. Give him the equipment he needs if you demand good work. Do not expect

good stencils for the duplicating machine from a typewriter with the type faces worn flat or nicked from long use.

When the planning of printed material comes within the province of the sales promotion department, considerable time can be saved by maintaining a convenient file of paper samples. These are available without charge from the paper merchants from whom you purchase your paper. The samples should be carefully filed and arranged in a suitable cabinet, and classified according to the uses for paper, rather than by the paper house which supplies them. For example, cover papers from all suppliers with whom you do business should be arranged in a separate drawer and filed by grades and finish, so that when you are looking for a cover for a new booklet you can go to the cover paper drawer and find a suitable sample. The brand name, weight, color, and source of supply can then be written into the specifications for the job. This is especially desirable when competitive bids are to be secured, as it assures each printer bidding on uniform paper specifications. Too often the sales promotion department specifies only the kind of paper stock, as, for example, "80-pound cover, antique finish, medium price." This gives bidders an opportunity to use some stock they may have on the floor.

Some sales promotion men even go so far as to have an assortment of booklet dummies of various sizes and folios on hand, so that when they are called upon to prepare a booklet they can pull from their file a suitable dummy without waiting for the printer or paper house to make one for them. In the same way it is smart to have on file ink sample books, showing the various grades and colors of ink stocked by reputable manufacturers. In that way *exact* ink specifications can be given to printers. When fuzzy color instructions are issued as, for example, "bright red," the printer's idea of "bright red" may run all the way from a crimson to an orange red.

Installation of reproductive and addressing equipment in the sales promotion department nearly always brings up the question, "Can't we use this equipment for other departments?"

The practice of using the equipment full time to reduce sales promotion costs, and to help reduce other printing or mailing costs, can become a perpetual headache if the major purpose for which the equipment was purchased is not fully understood.

When the sales promotion department purchases and installs duplicating equipment, for example, it should be made clear to everybody and to every department manager especially, that the prime purpose of the equipment is to produce sales promotion

material. When the equipment is not in use it may be used to turn out other items such as factory forms on the same machine. But if the sales promotion manager is not firm and careful he may find his presses busy running a factory shipping ticket, or time ticket, when he wants to get out a sales promotion piece, a sales letter, or a bulletin to the salesmen.

The same problem comes up constantly in the mailing room. While the addressing machine may have been purchased primarily to address dealer bulletins, the treasurer may commandeer the equipment for a dividend check mailing, or for sending a letter to the stockholders. Before any equipment is installed, careful consideration should be given to the question of who is to have prior rights in using the equipment. Chief problem is to make it clear that certain work must be considered as "fill-in" jobs, produced only when the equipment and personnel are not busy on the major job assigned to the equipment.

At today's high wages, which prevail everywhere, good tools are quickly amortized in the time saved, better work, and in improved morale. It is part of the sales promotion manager's job to sell management on providing all the necessary and proper tools.

Chapter 42

PUBLIC RELATIONS

PUBLICITY is definitely a part of sales promotion. In large organizations it is only one of the many aspects of public relations; for smaller companies it is important in itself. As part of their public relations policies, corporations include such activities as participation in community activities, exhibits and association displays, store openings, stockholder relations, and annual reports. The smaller companies necessarily limit themselves to the creation of favorable publicity by sending out news releases from time to time.

Publicity Is a "Skill": Newspaper, business publication, and trade-paper editors welcome news releases—*provided they are newsworthy*. A good editor will always ignore announcements, news stories, or features that will not appeal to his readers.

Sometimes, when an editor receives, from a well-known company, a very ordinary release with little or no readership value, he may even call up the company in an endeavor to give the story the character and quality he thinks it should have.

Most editors appreciate good, well-written, well-directed releases and will readily testify that they are very useful. One woman's-page editor publicly announced that she couldn't do her job without them.

To be effective a news release should be written from *the standpoint of the reader!* It should tell what the product or service can do for *him*. This is what agency copywriters know as the difference between the "You" and "I" attitudes.

Philco Corporation once sold a micro-wave communications system to be used by an American oil company in Venezuela. In sending out a release to the Venezuelan newspapers, the experienced publicity specialist who wrote the story started by saying how much oil was produced in that country; how much was exported each year; its value in taxes to the government

and its over-all beneficial effect on the Venezuelan economy. Then came the announcement of the Philco sale.

With such a lead, or "slant," the story appeared in all major newspapers in the principal cities in the country. For much the same reason, it was published in U. S. oil-industry trade papers, financial papers, and other business magazines. Without that opening paragraph or two, a release about a radio-system sale would have received limited attention.

Publicity announcements should be concise, but complete; grammatically correct; and, of course, completely accurate in every respect. Photos should have descriptive captions attached to them.

There's nothing as effective as a pretty girl to focus attention on a product. This photo was part of a publicity release featuring Kodak Instamatic movie cameras. The light-colored camera contrasts with the girl's dark hair and sweater.

Good Publicity Can Be Created: It is a long-established fact that most news releases land in the wastebasket. This point is hammered home whenever and wherever public relations men gather in their association meetings. The Public Relations Society of America has held special seminars on the subject at its annual conventions. The chief reason for this waste is that the releases are not *newsworthy*.

A release must contain some news of value to the reader. The announcement of the appointment of a new executive is not enough to justify publication in a newspaper or to be mentioned in a broadcast. This is fine for the industry tradepaper, or in a financial paper. The same thing goes for the introduction or development of a new product, unless that new product is so revolutionary as to attract general attention. In most cases, the announcement of a new model of a prosaic product will interest only the editor of the "new products" section of a par-

ticular industry publication. That, of course, is why publicity mailing lists are classified by industry.

All this is not to decry the issuance of product stories, as they do play a role in sales promotion. For instance, many a new-product release has resulted in additional business by producing inquiries from readers who became customers.

But good general publicity can be created through performance. A favorite definition of public relations is "do something worthwhile and then tell the world about it." For instance, when a philanthropist donates a new laboratory to his university, the news is published in every newspaper for miles around.

Similarly, when a corporation closes down an obsolete plant, but transfers each employee to a new location, or gives each one vacation pay and six months' salary, the news is not the shut-down, but the enlightened policy towards employees. When the Bell Telephone Company of Pennsylvania sent its repair crews to Connecticut to help meet the communications problem created by a severe blizzard, it received favorable publicity.

On a different scale, department stores which donate their windows to civic projects, retailers who lead community activities, and musical organizations which conduct charity programs have little or no problem in getting their news announcements printed.

At the product level, "open houses," conventions, and plant tours hold more reader interest than simple new-model announcements. These are all methods of creating news value for publicity releases.

Distribution of Releases: One way of obtaining distribution of publicity releases is through firms specializing in such services. However, most companies have their own mailing lists for publicity releases. These are usually broken down into various classifications according to media or industry categories. Thus, it is possible for the public relations director or the promotion manager to give a release greater editorial impact and value by adapting it to each classification. It might be desirable to have as many as a half-dozen or more variations of the same news story.

When an announcement has a special importance to the industry and to the community as well as to the company, a member of the public relations department should personally deliver the news material to the appropriate editors. This method embodies a personal touch, assures precise timing, and is usually effective.

The Press Conference: On such occasions as the start of a convention, the introduction of a new product line, the ground-breaking ceremonies for a new plant, or other events of importance to the company, representatives of the press are invited to interview the president at a press conference.

Such news is usually of interest to business and trade publications and to newspapers in the home city, so the publicity manager is assured of the attendance of at least several reporters or editors.

Following the interview with the president or other major officer of the company, the reporters will often talk to department managers, chief engineers, or other technicians who may be in a position to "flesh out" his story.

Reporters and editors will be provided with press kits, news releases, and photographs. Many reporters will take the company's material and mail it in to their editors. Others will write their own stories, sometimes right on the spot, using the company releases as their source of information.

Preview of a New Line: Prior to the introduction of a new line, some companies invite appropriate editors to see the new products, offer comments and make suggestions (which are often incorporated in the new models). Who is invited depends on the nature of the industry. In the home appliance field, editors of the service magazines, such as *McCall's, Family Circle,* or *Good Housekeeping,* and editors of the women's page in daily newspapers are invited to the preview.

For industrial equipment, technical systems, etc., the business-magazine and industry trade-paper editors will be asked.

This practice assures ample publicity in the respective publications, gives the editors an opportunity to print the news in advance of the general presentation to the dealers or to the pub lic, and develops personal acquaintanceships between the editors and the company's public-relations staff.

Feature Stories Are Valuable: Another technique employed by aggressive publicity managers is to arrange for an exclusive feature story in a single magazine or business publication. Some publications, such as *Fortune* and *Business Week,* and others in the general field, like *Time, Newsweek* or *Look,* will send two or three men to interview the company executives as a basis for a feature article. The company supplies the interviewers with a generous supply of facts and figures to make the story as factual as possible. The article is written by the publication and must be exclusive, by advance agreement.

Cartoon releases offered by several publicity organizations are particularly welcomed by weekly publications.

Courtesy Derus Media Service

How to Write a Publicity Release: News announcements should be concise and factual in every respect; they may be as long as necessary to tell the story without useless detail or redundancy. Some releases have been as short as three lines; there was only one fact to give, and when it was given, period. Other announcements have covered several pages.

The first paragraph is all-important. The lead always deserves the greatest care in presenting the important facts tersely.

Naturally, releases should be grammatically correct and completely accurate in every respect. Photos should be identified, with descriptive captions attached to them.

The Role of Management in Public Relations: Fortunate is the publicity manager who has a public-relations-minded management, aware of the need to devote time and effort to the task.

Publications want to meet, interview, and quote top management executives to give authoritative emphasis to their stories. Many corporations have realized the importance of good public relations by bringing the directors of their public-relations departments into their confidence through participation in top-level policy meetings. Certainly, if advertising agency management is brought into company discussions of forward planning, how much more important it is for the public-relations department to take an active role in decision-making.

This is possible only if corporate management realizes that public relations can make a great and definite contribution toward achieving its goals.

Today, in a market-oriented economy, in a communications era with an unlimited potential, in a world in which electronic processes bring news instantaneously to millions of people, the publicity aspects of any promotional program transcend all other activities.

Chapter 43

INTERNATIONAL SALES PROMOTION

INTERNATIONAL marketing, to those who are not familiar with it, is cloaked in mystery and framed in a complex of strange and unusual procedures. It does not take long, however, to become acquainted with the procedures of making overseas shipment or of handling the financial requirements of international selling. There are many agencies, governmental and private, to help. Once these become routine, the problem resolves itself into the fundamentals of sales promotion.

International marketing usually falls into three classifications. To begin with, sales are made to independent local distributors who maintain their own facilities for local distribution. They place orders for merchandise; payment is made through the banks with overseas correspondents or branches through letters of credit or sight drafts; and shipments are handled by freight forwarders who handle all the necessary details.

In fact, it is possible to sell overseas through independent export sales agencies, which pay for the merchandise in the U. S., obtain local distribution, and take care of all the shipping details. The U. S. Department of Commerce, the export trade papers and some of the larger international advertising agencies are very helpful in developing the necessary arrangements to bring the manufacturer and the importer together. Of course, the larger companies maintain their own export departments and do the entire job themselves.

In major overseas markets, import restrictions by local governments often lead to the establishment of manufacturing subsidiaries which import raw materials or technical components and do a local assembly job. These subsidiary companies become fairly autonomous, since they cannot depend on bringing in U. S. products in either finished or semiassembled form. In

recent years, larger corporations with overseas manufacturing plants have been obliged to permit their subsidiaries to buy their requirements from company plants in a variety of countries. This multinational policy is justified on the ground that sales would otherwise be lost. In any event, it produces dividends which eventually return to the home country.

The third application of international marketing is through licensees. In this situation, where it is impossible to export from the U. S., and the formation of a subsidiary manufacturing company is not warranted because of costs, U. S. companies license local organizations to produce their products and use their trademark for a predetermined annual fee. Formerly known as a "royalty," this is now called a "technical assistance fee." In return, the American company provides management, technical, and marketing assistance to the local licensee.

Which of these three approaches is employed depends on the market. As a rule, manufacturing subsidiaries are organized in such countries as Canada, Mexico, Argentina, Brazil, and some of the large European markets.

Licensees are justified where imports are restricted and the market is too small to warrant the cost of organizing a subsidiary with its own manufacturing plant. This would apply to some of the smaller markets in Latin America, Europe, and the Far East. The major advantages of licensing are that it is less costly than building a plant and the U. S. manufacturer acquires a ready-built distributing organization.

In other countries, where there are few or no import restrictions, shipments are made directly from the U. S.

This diversification leads us to a consideration of the sales promotion policies which must be developed for each type of international marketing. The subsidiaries develop their own, they are on the scene and they frequently have products which differ from the parent organization's merchandise. The licensees, in many cases, have their own complete selling and advertising organizations; the products they introduce to the local market are not the same as the U. S. models, and, if they are, lag from one to two years behind schedule. That leaves the distributors who depend on direct shipments from the U. S.

The selection of the proper distributor will "make or break" the position of the manufacturer in any market. A brief checklist which may help to serve as a guide includes the following points:

1. Character and reputation of owners.
2. Capital available.
3. Quality of organization.
4. Location and nature of quarters.
5. Territory to be covered.
6. Volume and quotas by products.
7. Market coverage (dealers or agents).
8. Dealer quotas.
9. Personnel.
10. Service facilities.
11. Display space.
12. Advertising and sales promotion.

One chief difference between export and domestic merchandising is the lack of dependable information in foreign areas on which to base sales objectives. Some countries have never taken a census! Population figures mean little anyway; it's purchasing power that counts. Most companies, of course, are guided by past performance, but this does not take into account the real market potentialities. Some organizations use the Department of Commerce figures, showing the total U. S. exports each month by individual product and country as a readily available and practical guide to sales performance. If a company obtains 5 per cent of the total domestic volume, it should have at least 5 per cent of the total exports of its industry to any country.

There are two types of advertising available to the American exporter interested in developing his foreign sales. The first is through the magazines and trade publications produced in various languages in the United States for circulation abroad.

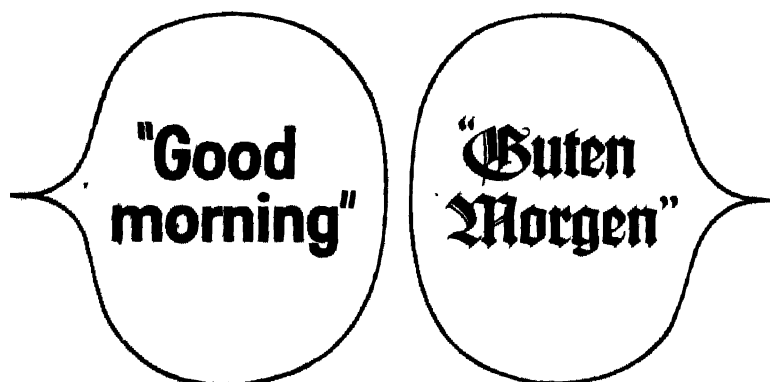
The second, and perhaps the more important, is the local advertising through the publications and radio and TV stations in each country. The best method for doing this, and one which has been adopted by most experienced exporters, is the cooperative advertising plan.

Many versions of local cooperative advertising have been developed, but the best plan is one which includes the dealer as well as the distributor and the manufacturer. Under this plan, the dealer contributes half the cost of his local advertising, with the distributor and the manufacturer contributing 25 per cent. The manufacturer's contribution is limited by a percentage of his sales to the distributor. This may range anywhere from 2 to

5 per cent of sales, depending on the product and other conditions. This contribution takes the form of a credit issued when the distributor submits a properly substantiated statement at the end of each month.

All the promotional media are used in international marketing. Walter Bopp (center) vice president, Philco Corporation, and general manager of its International Division, prepares to make the introductory comments in a film specially produced for overseas distributors and subsidiary companies.

The production and distribution of promotional materials for use abroad presents some complex problems. First, the local distributor is not inclined to pay for displays and literature, so he limits his orders to samples, or to very small quantities. This small-quantity factor increases the cost of printing material in foreign languages with the result that it is generally limited to Spanish editions.

Further, dependably accurate or perfect translations of copy into languages other than Spanish are rather difficult to obtain. This is due to several reasons. For example, French copy, written in France, is not fully acceptable in French-speaking Canada, because of many variations. Even Spanish, as spoken in one Latin American country, may vary in some respects from that

Manufacturers wishing to reach the vast market created by U. S. servicemen and their families stationed overseas advertise in the military editions of U. S. publications. This advertisement appeared in the military edition of the Reader's Digest. *Other publications with international editions are* Time, Newsweek, Life, *the New York* Times, *the New York* Herald Tribune. *A number of industries also have export-trade publications.*

in another. The Spanish word for radio-tube is different in each of five countries. The best way to ensure a good translation is to have it made in the country in which the material is to be used.

One solution to the problem is to authorize the local distributors to print their own material and include its cost in the manufacturers' cooperative advertising plan.

Overseas distributors are particularly fond of exhibits. Perhaps this may be due, in part at least, to lower literacy levels among consumers in many countries.

Foreign distributors are eager for promotional plans and selling ideas from the U. S., and many subscribe to American business publications and trade journals. When they visit their principals' offices in this country, one of their questions is: "What do you have in advertising and sales promotion?"

Regardless of the language differences, however, all the larger American corporations apply the full range of promotional techniques to their international merchandising and promotion. This includes not only literature, catalogs, and displays, but worldwide contests, special promotional campaigns, export house organs in English and Spanish editions, dealer meetings, sales training programs, and prize-trip incentives. International marketing and sales promotion, with its many distinct markets scattered throughout the world, and with its prospects for future growth, is a challenging area of business expansion and sales-stimulating activity.

Chapter 44

COMPUTERS IN SALES PROMOTION

COMPUTERS are the greatest advance in marketing and advertising since the creation of the human mind, said Vincent M. Petrilli, vice-president of Young & Rubicam, Chicago, at the annual meeting of the eighth district, Advertising Federation of America.

Mr. Petrilli said computers ought to be described as relation machines, or "What will happen if I do?" machines.

"Very simply, what these machines have to offer is multiple-dimensional experimentation with the object of providing us with better questions to ask," he said.

"Dependent and interdependent marketing relationships are something we have never had a chance to investigate before. With computers we have begun to get the tools to think about marketing problems in a number of dimensions at the same time."

Washington researcher Stanley Foster Reed, in his remarks titled, "The Outlook for Computers in Direct Mail Promotion," at the Direct Mail Advertising Association annual conference in Washington, recently, said: "I've never seen an industry which could use computers better."

Here are some of the other comments which were made at the conference:

"I personally believe that the punched card is on the way out as an input device to computers—especially for direct mail.

"It seems to me entirely possible, with an elaborate shorthand, or abbreviations of commonly used words and phrases, that the input effort could be reduced to 25 per cent of that for the typing of the entire name and address.

"With our names in the computer, duplicates can easily be eliminated and names can be rearranged in any order, totaled

by area of any of the other classifications that might be desired, depending on the depth of the coding.

"With our names in the computer, it is also possible to do some market analysis. You can set up yield criteria for your sales promotion targets so that when returns do come in, you can discover the low yield areas and search for the reasons.

"It might be possible to write individual letters to individual people, millions of them, and all the letters would be different.

"With the high-speed printer, it should be possible to put together a constant succession of new and different letters, to correlate the response with the characteristics of the person, and to optimize the mailings to people of a similar nature. I believe that if this were done in an actual mailing—say for a subscription campaign, it could have the effect of doubling the return from half the list, provided that the list is big enough.

"In a few years you will have line-printers in elite type that will be able to duplicate a typewritten letter exactly."

Quoting *The Philadelphia Inquirer,* computers will permeate and invade almost every field of human endeavor and they will particularly affect communications.

Communications is nothing more than the movement and transmission of information. Computers, like the human brain, can handle, process, manipulate, and correlate information.

The world of 1985 will find computers aiding in the diagnosis and care of patients in clinics and hospitals, the teaching of students in schools, the operation of manufacturing in factories, the presentation of legal arguments in court, the looking-up of information in libraries, the apprehension of criminals by police departments and the direction and control of traffic on land, on sea, and in the air.

Computers operate so swiftly they can handle many different tasks "at the same time." They perform their operations in microseconds (millionths of a second), an interval too short to be comprehended by man. One microsecond is to an hour as an hour is to a century.

Electronic Newspapers of the Future: The "newspaper" of the future may be electronic. Readers may get their news on a television screen or on a wall panel or on a private teleprinter, or on some combination of these.

One thing is certain: Computers will play a major role in the collection, editing, and distribution of news in 1985. Not only

will they affect the nature of the final "news product" that the public sees, but computers will radically change the "internal workings" of newspapers and of radio and TV stations.

The Oklahoma Publishing Company's two newspapers, the *Daily Oklahoman* and the *Times*, will have a capacity for producing 24,000 lines of type per hour when installation of two small and powerful computers is completed.

Each of the computers can produce justified and hyphenated paper tape for automatic typesetting machines at up to 12,000 30-character lines an hour.

Robert B. Spahn, production manager of the newspapers, said the system is also being used for photocomposition, an application only recently developed. Similar to the linecasting operation, the teletype operator includes a series of short codes in the paper tape. These instructions are recognized by the computer which determines font, size, measure, and position of copy on film or paper. The punched tape is then fed directly to the photocomp machine.

Another feature of the computer is a new disk-storage device giving the computer direct access to any number of type fonts and to an "exception word" dictionary. This provides the computer with 99 per cent hyphenation accuracy.

The computer uses the new microelectronic circuits which operate at billionths-of-a-second speeds. It can perform as many as 120,000 additions in one second.

Among good examples of computer application to the preparation of editorial and sales promotion copy is the IBM Administrative Terminal System.

This system eliminates the tedious, repetitious steps of text preparation. Graphic reproduction specialists, writers, secretaries, and technicians can enter data or edit information by operating their own typewriters, which are on-line to a computer.

A writer can transmit his information directly from a keyboard to computer files. Data is held in accessible storage while he proofreads and edits what was typed on the printer as he transmitted his information. He can make editorial changes and they will be accommodated automatically in the stored data.

The system consists of a combination of operating programs, data-processing and related equipment, especially prepared to handle text. It will handle any combination of spaces, characters, words, sentences, or paragraphs in any sequence and entered at any period of time.

The system stores information in the computer and, upon demand, returns the information automatically as typewritten data.

Some of its capabilities are: (a) to enter information through a typewriter keyboard; (b) to replace a word, phrase, or sentence in text which has been entered or recalled from storage; (c) add or delete lines or sentences; (d) copy information; (e) transmit information to any other terminal or to a card punch or magnetic tape; (f) store or retrieve any definite set of information, and (g) produce precisely formated output from rough input, including such features as automatic page heading, footing, pagination, and right-margin justification.

The IBM Type Composition Program allows the computer to accept unjustified paper-tape input. This input not only contains the copy to be set, but also instructions telling how it is to appear on the printed page. The program then justifies and hyphenates the copy, and produces new tape for controlling the operation of linecasting equipment. The program is flexible enough to handle a wide variety of type fonts, formats, and column measures.

Since both copy and format definition instructions are combined on the input tape, the system must be able to distinguish between them. This is accomplished by a single character, the format instruction signifier, represented by the familiar dollar sign ($). If this dollar sign is followed by an appropriate alphabetic character, the information that follows is interpreted as an instruction.

The instruction indicates how the basic program is to be modified to perform the function designated. Upon sensing the $ signifier, the program is placed in a special operating mode, which interprets the instruction and performs the required modification.

Honeywell's STET-1 is a comprehensive typesetting system providing facilities for the layout, justification, and hyphenation of all types of copy for hot-metal linecasters. Running on a Series 200 computer, it simplifies and speeds up the setting of straight matter, classified copy, and tabular material.

Copy layout is specified by means of a set of easily-remembered messages. Special care was taken in the design of the messages so as to enable easy conversion from manual linecaster or conventional typesetting operation to keyboarding for the computer.

Of course, computers will be valuable in marketing, research, and in controlling promotion expense.

AGB Research Ltd., a market research company which conducts two surveys in England, the Television Consumer Audit and the Home Audit, has installed a Honeywell 200 computer to analyze reactions of up to 50,000 consumers. The company has established a research and development department, which will use the computer in experimental programs to develop new market research techniques.

Instant Advertising Analysis: Sales executives of Schenley Industries have instant access to a complete breakdown of advertising, merchandising, and promotion expenditures on their brands in any of the country's trade areas.

The advertising data will be added to a recently installed two-way, computerized, data-reporting system, which links Schenley's offices with a computer memory drum in Bunker-Ramo Corporation's Telecenter.

With the system, Schenley personnel may punch a keyed code into a transmitter-receiver desk console and receive an answer from the Telecenter in less than a second. In addition to expenditures by brand, region and medium, the system also will provide comparable data for the previous year or an increment of the previous year.

A survey of computer utilization by Lionel D. Edie & Co., published in *Printers' Ink,* shows that the various systems and models range in monthly rental cost from less than $1,000 to over $100,000. National Cash Register competes significantly with low-end equipment; Burroughs, Control Data, General Electric, and Univac offer high-end equipment. The foregoing includes business, scientific, and combined-use computers. Typical monthly rental costs of computers offered by leading manufacturers are concentrated at between $3,000 and $30,000.

Regarding planned future installations, respondents to the Edie survey, excluding those who were undecided, indicated that more than 90 per cent of the computers would be rented.

Among the computer brands, RCA shows popularity in transportation and communication, General Electric in banking and insurance, and Univac in manufacturing. Other computer manufacturers appear to have concentrated installations in one or two segments of industry.

Computerized Mailing Lists: A good example of computerized mailing list selection and maintenance is afforded by R. L. Polk

& Co. Ninety-five years old, employer of more than 8,000 persons, and international in scope, R. L. Polk & Co. furnishes business and industry with a wide range of services.

These include the publishing of more than 1,200 city directories, the compilation of statistics on new vehicle registrations and truck ownership for the automotive and allied industries, the semi-annual publication of *Polk's Bank Directory,* and complete direct-mail marketing services. The company also offers banks and savings associations syndicated promotion packages, and it publishes city guides and street maps.

Only recently the company's computer center was doubled in size to handle the increased volume of data-processing as Polk began converting its city directory production to magnetic tape.

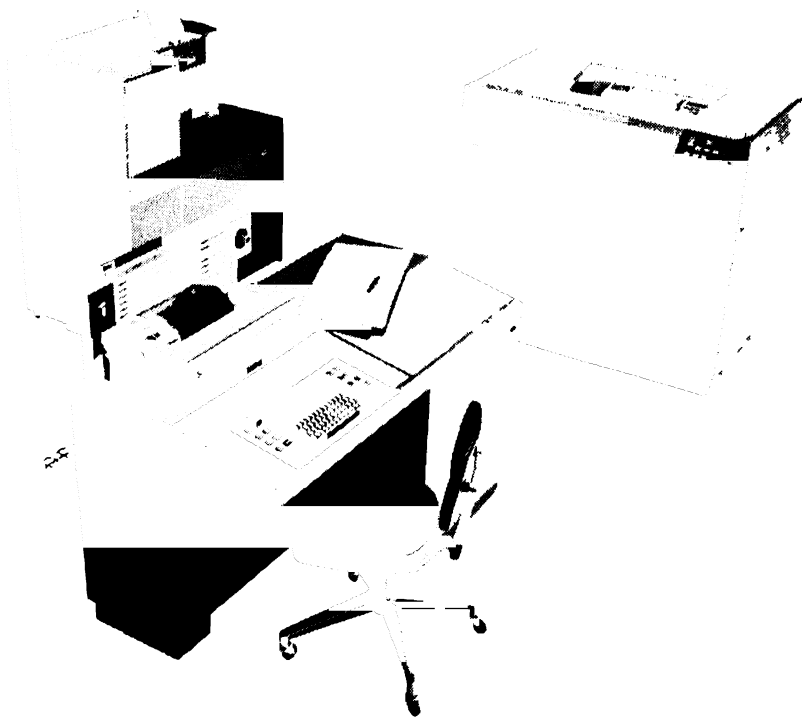
A pioneer in electronic data-processing, Polk constantly has upgraded its electronic equipment to keep up with the ever-growing volume of information it must process.

Today the computer center includes an IBM 7010 computer system, two IBM 1460 computer systems, a Honeywell 200 system, and an Addressograph-Multigraph 960 printer, compatible with all systems and having a 1,000-line-a-minute capacity.

A chief function of the computers is to select from Polk's huge file of more than 70 million car owners those prospects identified by name, address, and make, year model, series, and body style of car owned. Selection also is available on America's truck owners on the basis of make, age, weight, and number of trucks owned.

Prospects also can be picked on the basis of where they live —even down to certain postal zones, census tracts, or dealer areas. Once the prospects are selected, their names and addresses are printed out for addressing mail advertisements.

The computerization of Polk's city directories has resulted in a new product—the Polk Household Census List. This is a mass-mail circulation ultimately to cover some 24 million households in those communities for which Polk publishes directories. The list now totals about eight million households and is being expanded at the rate of one million a month as directories are recompiled.

Clients using this list may select their prospects by such factors as occupation, size of family, age range of children, whether wife works, whether home is owned or rented and, finally, by economic quality of the neighborhood. Since most of Polk's city directories are recompiled annually, about 80 per cent of this list will be updated every year.

Complete computer systems as compact as this are now available.

Many of the most widely used lists are maintained on magnetic tape and processed in the computer department.

What of the Future? We have seen how the computer has already made its presence felt in printing, in market research, and in mailing-list selection and maintenance. That is only the beginning. As with the desk-type photo copier, some day there will be a desk-type computer in every office. As more uses are found, more units produced, and new engineering developments facilitate manufacturing, prices will lower and markets widen.

Obviously, any device which can perform intricate tasks with such amazing speed will be increasingly applied throughout industry. Its economic effects are already visible in its use in automatic manufacturing. As a marketing tool, its future is practically unlimited. As a social instrument, it will surely create a different world through its applications in education, communications, travel, and the creation of leisure time.

APPENDIX

How Representative Companies Allocate Their Sales Promotion Dollars

Note: These figures are revised every two years. Latest available data will be sent on request; address Editor, Dartnell Sales and Marketing Service, The Dartnell Corporation, 4660 Ravenswood Avenue, Chicago, Illinois 60640.

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES															
			Administration (1)	General Advertising (2)	Trade Advertising (3)	Dealer Meetings (4)	Store Demonstrations (5)	Conventions and Fairs (6)	Sampling (7)	Customer Service Publications (8)	Cooperative Local Advertising (9)	Window Displays (10)	Store Signs and Displays (11)	Advertising Specialties (12)	Catalogs and Price Lists (13)	Sales Manuals and Portfolios (14)	Training Dealer Personnel (15)	Misc Prom Literature and Other Material (16)
Air Conditioning	a w	3			15	15		10		10						35	15	
Aircraft Engines	d		34	5	20			10						1		20		10
Animal Health Products	d r w	10	3	38	58										1			
Animal Health Products	r, w	2		30	5	5		5	5	11	10	2	9	2	3	5	3	5
Apparel—Men	r	3	8	52	7			8			8		5	1	4	2		5
Apparel—Women	r	1		40	10			5							25		15	5
Automotive Accessories	r			85 2						1 3					4 8			7 8
Automotive Vehicles	r	3	7	22	21			4		2	19	4	3	1	10	1		3
Ball Point Pens	w	5	4	20	20	2	1	1	5	3	4	2	2	1	20	5	1	9
Boats	r	3	8	16		5		15		2	15		5	4	17	3	5	5
Building Materials	d w	65		35	50			3							5	1		5
Chemicals	a	1 78	16		56			3						1	24			
Chemical Pesticides	u	4	10	50	30			5						5	4			5
Chemical Products	a d	2	16 2	26 5	35 6			3 1						4	14 6			
Chemical Specialties	u	10			40	30		10	5		2				3			10
Chemical Specialties	a d r u	3			50			15			10				15			10
Commercial Feed	r	1 94	20 9	9 2		10	4 1	1 5	8	1 9	28 5	3 8	3 7	3	6 1	3	1 5	2
Condiments...	a r w	10		75				1	1	2	1		20					
Consumer Products	a d r w	5	5	14	14			6			11		23 5		10	3	..	1
Correspondence School	a d	20	10	20					15						4	2	8	

a—Agents; d—Direct Users; r—Retailers; w—Wholesalers.

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES															
			Administration (1)	General Advertising (2)	Trade Advertising (3)	Dealer Meetings (4)	Store Demonstrations (5)	Conventions and Fairs (6)	Sampling (7)	Customer Service Publications (8)	Cooperative Local Advertising (9)	Window Displays (10)	Store Signs and Displays (11)	Advertising Specialties (12)	Catalogs and Price Lists (13)	Sales Manuals and Portfolios (14)	Training Dealer Personnel (15)	Misc. from Literature and Other Material (16)
Cutlery	r	3	7					10	3			5	40		15	15		5
Dairy Products	u	4 8	3	87 5	5													9
Distilled Spirits	r		19									30	31			4		
Drugs—Veterinary	d u	3 5	9	18	26 5			1		10			1	5	4	10		20
Electric Motors	d	6	4		57	1 7		12		4		8		8	10	1 7		8
Electrical Controls	u		12	12	57	5		3 5		1			2	1 4	17	5	7	5
Electrical Fittings	u	2	12	2	25	5		10	3			1	1		25	5	5	6
Electrical Supplies	w	1	1		22	20		10		1	1				27	1	17	1
Electron Power Tubes	a d u	1 5	15		45			10						5	10			15
Electronic Components	a d	1 8	22	2 2	45			12 7							8 3	4 4		5 2
Electronic Instruments	a d	3	33		33										33			1
Feed Seed Fertilizers	a	5	15	30	30			1			10		5	3		1		5
Fertilizers	d r u	1		20				5		20	5	10	20	10				10
Fertilizers	r u	5	10	62				1				1			1	5		20
Fish Processing	r u	1	5	10							80		2		2			
Fishing Tackle	u	11	22	45	4			4	2					3	20			
Flour and Cereals	r u	18		83									17					
Furniture—Office	r	1 5	15	20	5										50			10
Furniture—School	a r u	1 3	13	40	18	1		2			10	2		5	10	1 5		2
General Consumer—Merchandise	a	9 5	5	2											50			45

a—Agents, *d*—Direct Users, *r*—Retailers, *w*—Wholesalers

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES: Administration (1)	General Advertising (2)	Trade Advertising (3)	Dealer Meetings (4)	Store Demonstrations (5)	Conventions and Fairs (6)	Sampling (7)	Customer Service Publications (8)	Cooperative Local Advertising (9)	Window Displays (10)	Store Signs and Displays (11)	Advertising Specialties (12)	Catalogs and Price Lists (13)	Sales Manuals and Portfolios (14)	Training Dealer Personnel (15)	Misc Prom Literature and Other Material (16)
Heating Equipment	r	5	8	10	5	5	3	3	4	5	7	5	6	4	10	12	6	7
Heating Equipment	w	1 5	7	6 6	14 9	3 1	2 8	6 6		10	8	1	1	7 7	17 2	2	5	7 1
Home Study Education	a d	46	5	45							30					20		
Hose and Fittings	d w	1 9	12		30	1		5		5	3				2		1	40
Household Moving	a d	1 7	2		50					5	20			3		10		10
Household Products	r w	20	8 8	85	1			08	5		05			05				02
Importer—Foreign Cars	r w			60		3		6		4	20		3		3	1		
Industrial Lighting	w	2	5	20	20	4		5	1						30	10		5
Industrial Writing Tools	r	3	3		50			5	16	6				3	8	3		3
Insurance, Life	a	5	5	2	3	10		5		10		5		2		25	5	8
Jewel Accessories	r	6 8	10	5				7			44		7		7			
Jewelry	d w	5	1	29	20			3	2		5		7	2	25	1		3
Linings	a d, r	5	5	55	5		5	5				5				5		15
Loading Equipment	d w	3			67	9		2			9				10	2		1
Meters	a	1 6	23		40	5		13						4	4	4	5	2
Paint	w	3 5	13		18			1 5		2		1	2	5	38	1		23
Paint	r, w	4 5	7 5	55	5		5				14	2 5	5	5	1	1 5		7
Poultry	a	1			33			19						3	16	2		27
Power Transmission	d	1 5		45	3			10		2	2		2	1	30	1		4
Produce	r		15	10	10		5	2					54	1		3		

***a*—Agents; *d*—Direct Users; *r*—Retailers; *w*—Wholesalers**

How Representative Companies Spend Their Sales Promotion Dollars

LINE OF BUSINESS	Method of Distribution	Percent of Sales for Promotional Expenditures	PERCENT ALLOCATION OF EXPENDITURES															
			Administration (1)	General Advertising (2)	Trade Advertising (3)	Dealer Meetings (4)	Store Demonstrations (5)	Conventions and Fairs (6)	Sampling (7)	Customer Service Publications (8)	Cooperative Local Advertising (9)	Window Displays (10)	Store Signs and Displays (11)	Advertising Specialties (12)	Catalogs and Price Lists (13)	Sales Manuals and Portfolios (14)	Training Dealer Personnel (15)	Misc Prom Literature and Other Material (16)
Publisher—Books	*d r*	6	.	40	30										25	5		
Publisher—Subscription Books	*a*	[illegible]	25	50										25				
Pumps	*r*	1 5	10	40							3		2	7	1[illegible]	20		3
Security Services	*d*	1	5	70	5				2					2	3	[illegible]		3
Supplies—Janitorial		[illegible]	10	60				10								20		
Supplies—Office	*d*	[illegible]	20		[illegible]0	4		8								6	10	
Shoes	*r*	1		20	[illegible]0	[illegible]							10	[illegible]	15	5		10
Shoes	*r*	[illegible]	10	36	1 8			2 8			34	8	1 8	5	2 2	2 4		5
Shoes	*d*	20		20			5					5		10	60			
Shoes	*a r w*	1 [illegible]			25									20	55			
Signs	*a*	1	[illegible]0	26										10		6		8
Silverware	*r*	2	25					[illegible]		5	10	10	5		25	5	2	10
Tires	*r*	1	4					5					5	01	5	2		
Tools—Machine	*a d*	1 [illegible]	12		4[illegible]			8			2 5				15	5	[illegible]	2 5
Tools—Mechanics	*a*	5		30	30			10							30			
Toys	*r*	[illegible]			43			14							43			
Travel—Steamship	*a*	9		60	10							10				10		10
Trucking		1	7	50	15			1			10			5	5	5		2
Vacuum Cleaners	*a d*	2	50			4		1	2	13				12	2	6	20	2
Wire—Copper	*d*	2			34	[illegible]		1[illegible]							34			5

***a*—Agents; *d*—Direct Users, *r*—Retailers; *w*—Wholesalers.**

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